

Eastleigh Court and the Former Eastleigh Court Stables

Operational Management Statement



Kindred Living Project Ltd

5th March 2026

Eastleigh Court and the Former Eastleigh Court Stables Operational Management Statement

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Executive Summary

This Operational Management Statement (“OMS”) accompanies the planning and Listed Building Consent applications for Eastleigh Court and the Former Eastleigh Court Stables (together, the “Estate”). It sets out the operational controls and management procedures that will apply to the delivery of luxury, short-stay accommodation and a limited programme of special events, in order to protect neighbouring amenity, safeguard heritage assets, and support positive community relations.

Accommodation-led operation

The Estate will operate primarily as self-catered, luxury, short-stay accommodation. Special events will be ancillary to that accommodation-led use and will be managed through the controls set out in this OMS.

Special events – scale, frequency and hours

Special events, i.e. organised events including day guests in addition to those staying overnight, are categorised as:

- Type A (smaller): up to 60 event guests;
- Type B (medium) 61 to 90 event guests, and
- Type C (largest): 91 to 120 event guests.

Type B and Type C events are subject to an annual cap of 20 events per year (combined).

Type A gatherings are typically ancillary to accommodation stays and are not intended to operate as stand-alone ‘event days’; they remain subject to all noise, taxi and external area controls in this OMS.

All special events will finish by 00:00 (midnight), and guests not staying overnight will be asked to depart by 00:00 (midnight), supported by managed dispersal procedures.

Traffic, taxis and parking management (events)

For larger events (Type B/C), KLP will promote and facilitate taxi and/or pre-booked shuttle/minibus arrangements (including, where appropriate, a shuttle service from Bishopstrow Hotel). Arrivals and departures will be actively managed, including a designated pick-up/drop-off point, no waiting on Bishopstrow Road, and a staggered dispersal approach.

Parking will be managed to prevent overspill onto Bishopstrow Road or verges, with controlled entry measures used where demand approaches practical capacity.

Noise, external areas and marquee controls

Regulated Entertainment (live/recorded music and dancing) will be contained within the Pavilion’s internal dedicated event space. No live or recorded music will take place in the marquee or outdoors.

External areas will be actively managed during the evening to minimise disturbance, including discouraging lingering after a defined time, managing smoking/vaping areas, and undertaking checks during the final hour of events.

Marquee use will be time-limited and controlled, including defined hours and restrictions on audio equipment.

External lighting

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External lighting will be low-level, directional and controlled (timers/sensors) to protect residential amenity, rural character and wildlife habitats. Event-related external lighting (e.g., safe egress) will be time-limited and switched off promptly following guest departure.

Neighbourhood liaison, complaints and monitoring

A named liaison role and duty contact during event hours will be maintained, with defined response targets. Complaints and event management actions will be logged and reviewed at least quarterly, and after any event generating a complaint, to support continuous improvement.

This OMS has been prepared to address the key issues raised through community engagement, as summarised in the submitted Statement of Community Involvement.

Appendix 1: Schedule of Operational Management Commitments provides cross-references from the OMS to the key themes highlighted in the separate Statement of Community Involvement.

End of Executive Summary

1. Introduction

1. This Operational Management Statement [“OMS”] has been prepared by Kindred Living Project Ltd [‘KLP’ or ‘Applicant’] in support of an application for Full Planning Permission and Listed Building Consent at Eastleigh Court and the former Eastleigh Court Stables, Bishopstrow, Warminster, Wiltshire, BA12 9HW and their respective estates [together, the “Site” or the “Estate”].
2. In 2024, KLP acquired Eastleigh Court Ltd and Eastleigh Stables Ltd, the owners of Eastleigh Court and the Former Eastleigh Court Stables respectively. This has effectively reunited the land owned by each company into its historic estate format for the first time in many years, enabling an estate-wide approach to the proposed future use of the Estate for luxury, short-stay accommodation that can also host a limited number of special events, such as weddings and civil partnership ceremonies.
3. The planning application proposes estate-wide treatment of the landscape, changes of use of the former Eastleigh Court Stables (currently a C3 dwelling) and Eastleigh Court (currently Class E offices) to a single sui generis use for new, luxury, short-stay accommodation supplemented by a new Pavilion building that will provide an acoustically-treated events space as well as pool house facilities for an adjacent new, outdoor, swimming pool. Furthermore, a new substation will provide the necessary power to service the Site and its amenities .
4. A parallel application for Listed Building Consent will be made for restoration and minor adaptation of the Grade II Listed Eastleigh Court building as well as the replacement of a low quality 1990s ground floor extension with a new, more sensitively-designed extension.
5. This OMS outlines KLP’s approach to the operational management of the proposed luxury short-stay accommodation and associated special events venue.
6. The key objectives of the OMS are to:
 - a. outline the operational management plan for all on-site activities associated with overnight guests and evening gathering and celebrations;
 - b. ensure the effective long-term maintenance of the Estate and its heritage assets;
 - c. outline management processes that will maintain and promote positive relationships with neighbouring residents, local businesses, and the wider community;
 - d. support a proactive and responsive management culture that upholds high standards of conduct, customer service, and community engagement.
7. The OMS includes protocols for visitor management, event scheduling, noise control, traffic and parking arrangements, and site maintenance, all aimed at ensuring a well-integrated and sustainable development.
8. The operational controls in this OMS are intended to directly address the key themes raised through community engagement as summarised in the submitted Statement of Community Involvement (traffic and routing, parking and overspill, taxi management and dispersal, noise, lighting, and neighbourhood liaison). For ease of reference: **Section 9** addresses traffic/parking/taxis; **Section 11** lighting; **Section 12** noise and external area controls; and **Sections 18–19** liaison, complaints, logging and continuous improvement.

9. **Appendix 1: Schedule of Operational Management Commitments** provides cross-references of OMS commitments to the key themes highlighted in the separate Statement of Community Involvement.
10. These commitments and other controls in the OMS are intended to be clear, measurable and enforceable in day-to-day operation, and will be monitored through the Event Log and Complaints Log described in Section 19.

2. About Kindred Living Project

11. Kindred Living Project Ltd [“KLP”] is wholly-owned and managed by Anna Anderson and Samuel Hampson. They are hands-on custodians of the company and Estate and will be leading the delivery of the proposed refurbishment and alteration plans for the Estate as well as its current and future operations.
12. Since 2018, KLP’s associated company Kindred Hospitality Ltd has been operating another venue known as “Kindred” (www.wearekindred.com) from a Grade II Listed building in Hammersmith, London. Kindred offers cultural and private events as well as weekday coworking and a neighbourhood dining spot with a seasonal menu sourced from quality producers.
13. The motivation behind both enterprises is the same - creating beautifully designed spaces and services to bring people together and facilitate human connection.
14. Kindred Hospitality Ltd.’s knowledge and experience of delivering high quality services and events has helped shape the plans for the Estate.
15. KLP has chosen to work with the same design team that curated and delivered Kindred where they managed the careful restoration of the long-neglected 18th Century Grade II Listed Building “Bradmore House”.
16. As with at their Kindred venue in London, Anna and Sam are set upon ensuring the Estate becomes an integral part of its community for years to come. Since the earliest stage of the design process, Anna and Sam have personally engaged with neighbours to ensure that residents in and around Bishopstrow have had the opportunity to review, comment on and contribute to the evolution of the design of and future offer at the Estate.

3. Vision

17. KLP’s vision is to establish Eastleigh Court and Estate as a distinctive, high-quality countryside retreat that combines luxury accommodation, spaces for in-person gatherings and events, and environmental sustainability, secured through the careful restoration and long-term custodianship of an historic estate.
18. KLP’s intention is to deliver luxurious, self-catering, short-stay accommodation at Eastleigh Court and the Former Eastleigh Court Stables together with ancillary swimming pools, pool house facilities, tennis court and an events space all set in a beautiful estate in the Wiltshire countryside.
19. To bring this vision to reality, the following interventions are essential:

- a. the change of use of the Eastleigh Court building from office use to short-stay accommodation;
 - b. a heritage-led restoration, refurbishment and enhancement of the existing Grade II listed Eastleigh Court, adapted and fitted out for use as luxury short-stay accommodation;
 - c. replacing Eastleigh Court's poor quality, 1990's single-storey extension with a new, high quality, single-storey extension that will provide much improved amenity space in the house but also enhance the façade;
 - d. erecting a new Pavilion on the footprint of an old orangery extension to the East of Eastleigh Court containing a new events space and pool house facilities;
20. replacing the old oil-fired boiler installation with a new, low carbon energy system, including ground source and air source heat pumps, that will improve the environmental performance of the Court.
21. the incorporation of more inclusive design features such as disabled parking areas, disabled toilets and bathrooms;
- a. restoration and enhancement of the neglected landscaped grounds, with new planting, trees and reinstating historic paths with the added benefit of improving the estate's biodiversity;
 - b. change the use of the recently refurbished former stables from residential to self-catering, short stay accommodation;
 - c. the introduction of a new one-way traffic system serving both the Court and former stables, with dedicated servicing and parking areas, and
 - d. installation of a new electricity substation due to the inadequacy of the existing local supply for modern use.
22. This combined scope of changes will unlock Eastleigh Court's potential to become a popular, sustainable, short-stay vacation and special events venue that boosts Wiltshire's supply of luxury visitor accommodation and special events venues.

4. Accommodation and Amenities

4.1 The Former Eastleigh Court Stables

23. The Former Eastleigh Court Stables is an existing 9-bedroom residence that is already being used as a self-catering, short-stay accommodation , which allows up to a maximum 24 overnight guests. Sleeping accommodation comprises:
- a. Ground Floor:
 - o 1 x ensuite double bedroom (sleeps 2 adults)
 - o 1 x ensuite double bedroom (sleeps 2 adults), suitable for wheelchair users,
 - o 3 x double bedroom (sleeps 6 adults)
 - o 1 x bunk bedroom (sleeps 8 adults or children)

- b. First Floor:
 - o 2 x ensuite double bedrooms (sleeps 6 adults)
 - o 1 x ensuite twin room (sleeps 2 adults)
- 24. The property has a family kitchen for use by the guests themselves or, if the guests prefer, for hired caterers or personal chefs to prepare and cook in. There is no commercial kitchen on site but the domestic is sufficient to cater for all occupants.
- 25. Other indoor amenities include a lounge, dining room, cinema room, family bathroom and storage room
- 26. Outdoors, the residence has its own inner courtyard, an open-air swimming pool, tennis court and walled garden.
- 27. As the Former Stables' current planning use class is as a dwelling (Use Class C3), a change of use to sui generis is being sought to clarify its operational use as short-stay accommodation.

4.2 Eastleigh Court

- 28. Eastleigh Court will be repurposed as luxury, self-catered, short-stay accommodation comprising 15 bedrooms with ensembles, which will allow up to a maximum 32 overnight guests. Sleeping accommodation will comprise:
 - a. Ground Floor:
 - o 1 x ensuite double bedroom (sleeps 2 adults) suitable for wheelchair users.
 - b. First Floor:
 - o 7 x double bedrooms (sleeps 14 adults).
 - c. Second Floor:
 - o 6 x double bedrooms (sleeps 12 adults) and;
 - o 1 x bunk bedroom (sleeps 4 adults or children).
- 29. The kitchen at Eastleigh Court will be more akin to a large, domestic family kitchen than a commercial kitchen but with capacity for larger special events/occasions. On such occasions, it is envisaged that most food will be pre-prepared off site and brought into the kitchen for re-heating and plating.
- 30. The proposed new ground floor extension to Eastleigh Court will be designated as a dining space with a seated dining capacity for 60 people. Waiting staff would bring food from the family kitchen on the ground floor to the dining area.
- 31. Other amenity space (all located on the ground floor of the Court) include a games room, a cinema room, two lounge/reception areas and a boot room as well as ancillary storage and wcs.
- 32. Basement vault areas will be fitted out to create more intimate 'snug' spaces.

4.3 The Pavilion and Pool

33. The proposed Pavilion is located adjacent to Eastleigh Court. It will accommodate an acoustically-controlled events space and bar accommodating no more than 120 guests as well as pool house facilities comprising a gym, sauna, steam room and cold plunge pool as well as changing rooms, showers and toilets. .
34. Adjacent the Pavilion is a proposed new outdoor, heated swimming pool.
35. The Pavilion will be the designated location for events likely to involve dancing and/or loud amplified music so that noise generated during such special events always remains in line with local noise pollution standards.

4.4 The Estate's Grounds

36. The above buildings and amenities sit within the Estate's grounds – an attractive landscape of circa 5.5 hectares which will be enhanced by the introduction of a new pond, hundreds of additional trees, extensive new hedgerows and other planting that will improve the Estate's bio-diversity and visual amenity.
37. A new courtyard garden will be created between Eastleigh Court and new Pavilion.
38. An area within the landscape has been designated for a temporary marquee and catering tent to provide additional guest dining capacity during larger special events (i.e. with over 60 guests dining in one sitting). A landscaped area to the south of the Court has been designated for this use.
39. Within the Estate there will be parking spaces for guests, visitors, event staff, contractors, etc. including "blue badge" spaces, electric car charging points and sheltered cycle racks.
40. Existing estate roads will be connected to create a safer, one-way route through the Estate with entrance and exit to the northeast and southeast of the Estate respectively. To help control access into the Estate, new electronic gates will be installed at the entrance and exit points from/to the main road.
41. A new electrical substation will be installed discretely in the landscape to upgrade the existing inadequate supply to the Estate.

5. Marketing and Booking Options

42. KLP's business model is focused primarily on the short-stay homely accommodation and the properties will be marketed on that basis.
43. The former Eastleigh Court Stables is currently being marketed as short-stay accommodation via the upmarket online booking platform Unique Homestays (www.uniquehomestays.com) under the name "Redmere Hall".
44. KLP intends to continue using this platform for the foreseeable future and will, in due course, extend its offer to include the proposed short-stay accommodation at Eastleigh Court and the special events bookings too.
45. There is currently no intention to operate as a high-volume destination wedding venue or to market for frequent large-scale corporate events. The business model is accommodation-led,

with a capped number of larger special events (see Section 6 below), which may include weddings and similar celebrations, operated within the strict controls set out in this OMS.

46. Each booking entity will be limited to the following booking options:
 - a. Option 1: The former Eastleigh Court Stables in its entirety, together with the adjacent pool, walled garden and tennis court and the wider Estate grounds other than the vicinity of Eastleigh Court and amenities as Option 2 below;
 - b. Option 2: Eastleigh Court in its entirety as short-stay accommodation together with the courtyard, Pavilion entirety, swimming pool and access to the wider Estate grounds other than the vicinity of the Former Eastleigh Court Stables and amenities as Option 1 above (except that, if the former stables are not booked, guests at Eastleigh Court would be entitled to use the tennis court) or;
 - c. Option 3: The entire Estate as short-stay accommodation and, if required, a special event.
47. Whilst Option 1 and Option 2 bookings could be made by separate booking entities at the same time, if there is a special event Option 3 would be the only booking option available.
48. There will be a minimum three-night stay for all booking options.
49. While it will be possible to hire the property for corporate events, KLP is not expecting much interest because of the minimum three-night stay booking requirement.

6. Special Events – Scope, Frequency and Hours of Operation

50. For this OMS, a “special event” is defined as an organised gathering associated with a booking that may include day guests in addition to those staying overnight within the on-site accommodation. For the purpose of operational controls and annual caps, Special Events are categorised as:
 - a. **Type A (smaller):** up to 60 event guests; and
 - b. **Type B (medium)** 61–90 event guests, and **Type C (largest):** 91–120 event guests, which together are subject to an annual cap of 20 events per annum.
51. Based on market research, KLP expects frequency and scale of special events per annum to be as per Table 1 below.

Table 1: Indicative Special Event categories and operating parameters

Special Event Type	Booking Option (see above)	Frequency per annum	No of event guests	Regulated Entertainment cut-off time	Latest Finish Time	Estimated Day Guests**
TYPE A smaller	Option 3 only	Circa 32	Up to 60	11.30pm	12am	4 to 18
TYPE B medium	Option 3 only	Circa 8*	61-90	11.30pm	12am	34 to 48
TYPE C largest	Option 3 only	Circa 12*	91-120	11.30pm	12am	64 to 78

* The combined number of Type B and Type C Special Events shall not exceed 20 per calendar year.

*** The range of Estimated Day Guests is based on a peak number of guests within each band with short-stay accommodation occupancy ranging from 100% down to 75%.*

52. Table 1 provides an indicative breakdown of event types. For avoidance of doubt, the total number of Type B (medium) and Type C (largest) Special Events will be capped at no more than 20 per calendar year (combined).
53. Type A (smaller) gatherings may occur in addition to this cap, reflecting the accommodation-led nature of the Site, but will continue to operate within the management controls and operating parameters set out in this OMS (including the midnight closure, noise controls, taxi management, and neighbourhood liaison arrangements).
54. For avoidance of doubt, as detailed in Table 1 above, the events space within the Pavilion will be closed at 00:00 (midnight) for all special events. Guests not staying overnight will be asked to depart by no later than 00:00 (midnight), supported by managed dispersal measures set out in Section 9.4 below.
55. Further details of measures to manage and control risk of noise and nuisance are set out later in this OMS.
56. The Transport Statement sets out fuller details of the projected level of vehicle use per stay type and outlines the car parking and vehicle transit pathway across the Site.

7. Special Events - Licensed Activities

7.1 Premises Licence

57. KLP intends to apply for a Premises License in order that it can legally carry out "licensable activities" under the Licensing Act 2003.
58. Under the Act, "licensable activities" include the sale or supply of alcohol, the provision of regulated entertainment (music, dancing, films) between 8am and 11pm and late-night refreshment (hot food/drink between 11 pm and 5 am).
59. KLP will seek specific authorisation in the Premises Licence for the sale of alcohol, Regulated Entertainment (live music, recorded music, or dancing) until 11.30pm.
60. A KLP team member will be named as the Designated Premises Supervisor ('DPS') in the license. The DPS will be responsible for ensuring the business complies with licensing.
61. The licencing process is separate to the planning process and will commence later. Notwithstanding the separate licensing process, the operational controls set out in this OMS will apply to the operation of the Site.

7.2 Marriage & Civil Ceremony (Approved Premises) Licence

62. KLP intends to apply for and maintain a Marriage and Civil Ceremonies (Approved Premises) License in order that it can legally host non-religious, civil wedding ceremonies and partnership registrations.

- 63. Ceremonies associated with special events may take place indoors (within one or more designated spaces in Eastleigh Court or the Pavilion) or outdoors in a pre-identified location within the grounds. Any outdoor ceremony arrangements will be managed by the event team, will not use amplified sound other than for speaking, and will be time-limited within the overall event schedule.
- 64. The licencing process is separate to the planning process and will commence at a later date. Notwithstanding the separate licensing process, the operational controls set out in this OMS will apply to the operation of the Site.

8. Management and Staffing

8.1 Day-to-day

- 65. Kindred Living Project will be responsible for the operational management of the Estate.
- 66. Robust management structures and processes will be put into place to ensure compliance with statutory regulations and the protection of the residential amenity of surrounding properties. KLP will ensure that the business is operating in accordance with all the necessary regulations.
- 67. KLP's house manager will coordinate and oversee day-to-day operations and Estate security and maintenance matters.
- 68. The Estate will be maintained by on-site grounds staff and contracted maintenance contractors, as required.
- 69. The swimming pools will be regularly serviced by a professional local specialist contractor.
- 70. There will be no live-in staff on site.

8.2 Short-stay accommodation

- 71. Eastleigh Court and the Former Eastleigh Court Stables will be let and occupied on a short-stay, self-catering basis.
- 72. Guests will have the choice to book additional services privately during their stay e.g. yoga instructors, private chefs, domestic cleaners, and childcare assistants. For clarity, there will be no permanent, on site, 'hotel-style' daily service offer.
- 73. Following each short-stay and prior to new guests arriving, KLP will arrange for the occupied spaces to be cleaned to a high standard and for bed linen, towels, etc. to be laundered by reputable local contractors.
- 74. For the above services, KLP will maintain a list of preferred, reputable, local contractors and suppliers who are familiar with the Estate and its operations and regulations. This list will be shared with Customers planning any additional services.

8.3 Special Events

75. Based on the Applicant's experience of the Former Eastleigh Court Stables and at other venues as well as market research, KLP is expecting the largest (120 guest) special events will require support from the following on site staff on the day:
76. Up to 15 no. catering/hospitality:
 - a. 1 no. Event / Catering Manager;
 - b. 4 no. Chefs;
 - c. 1 no. Kitchen Porter;
 - d. 5 no. Waiting Staff and;
 - e. 4 no. Bartenders / Barback
77. Up to 15 no. others:
 - a. 1 no. celebrant;
 - b. 2 no. photographers;
 - c. 2 no. videographer;
 - d. 6 no. entertainment (DJ / band members);
 - e. 1 no. audio-visual engineer, and;
 - f. 3 no. security / parking attendant(s).
78. Event staff will be contracted in on an event-by-event basis tailored to each customer's requirements.
79. Customers may also arrange other pre-event contractors/suppliers to attend the Estate, such as
 - a. food / drink suppliers
 - b. catering equipment suppliers,
 - c. floral display suppliers/arrangers.
80. Kindred Living Project will arrange other pre-event, event and post-event contractors, such as
 - a. commercial cleaning contractors,
 - b. marquee suppliers, if required and
 - c. commercial waste collection.
81. KLP will maintain a list of preferred, reputable, local contractors and suppliers who are familiar with the Estate and its operations and regulations. This list will be shared with Customers planning special events.
82. During Type B and Type C events, a nominated KLP representative will be on site and responsible for implementing the controls in Sections 9–12 and responding to any amenity concerns.

9. Vehicular Access, Parking and Travel Plans

83. Full details of the highways strategy and baseline surveys are set out in full in the accompanying Transport Statement.

9.1 Vehicular Access/Egress

84. Electronically-controlled gates will control vehicle entry at road entrances from Bishopstrow Road to the Estate.
85. The proposed vehicular one-way system will enable all vehicles to access the Estate via the north gate and exit via the south gate.
86. During larger special events, signage placed at the exit gate and event stewards can direct departing traffic /alternate departing traffic to ease congestion in the village.
87. As part of the access strategy both the inbound driveways will include passing places, to be used in the unlikely event of one of the access gates becoming blocked in an emergency.

9.2 Parking

88. Car parking location on the Estate will be clearly signposted to/from the Estate's new one-way road.
89. Based on the expected operational requirements of the largest special event scenario (120 guests). A total of 77 on-site car parking spaces (of which five are "Blue Badge" spaces) and eight cycle parking spaces will be provided for staff, contractors, day and overnight guests. This compares with an estimated parking capacity requirement of 75 spaces (see Transport Statement).
90. The five "Blue Badge" parking spaces will also be positioned near to the Court with Part M compliant access routes to both Eastleigh Court and the Former Eastleigh Court Stables.
91. At least 15 parking spaces will have electric charging points and will be clearly marked as such.
92. Guests using motorcycles will be able to park within standard car parking spaces.

9.3 Travel Planning

93. A Travel Plan has been developed to minimise the number of single occupancy staff car journeys made to and from the Site, to promote travel by sustainable modes of transport, and to manage the overall transport impacts of the Site.
94. The principal objectives of the Travel Plan are:
- a. To improve awareness of transport options and reduce the impact of traffic on the local environment; and,
 - b. To increase the proportion of journeys to and from the proposed development by sustainable modes of transport.

- c. A Travel Plan Coordinator (TPC) will be appointed by KLP ahead of site occupation with the responsibility for implementing the measures described in the Travel Plan and encouraging sustainable forms of travel. It is anticipated that the TPC role will be filled by a member of the management team and they will be given adequate time to fulfil the role.
95. The TPC will be responsible for:
- a. promoting and encouraging travel modes other than single occupancy car travel;
 - b. providing noticeboards in all staff rooms;
 - c. ensuring that all information relating to sustainable travel is displayed on staff noticeboards and is kept accurate and up to date;
 - d. promoting car sharing; and,
 - e. incorporating the needs of the less mobile in the plan.
96. For avoidance of doubt, helicopter landings or take-offs do not form part of the Travel Plan and will not be permitted on the Estate.

9.4 Special events: arrivals, departures and taxi/private hire management

97. For larger special events (“Type B” and “Type C”) KLP will promote and facilitate travel by taxi and/or a pre-booked shuttle/minibus, including (where appropriate) a shuttle service from Bishopstrow Hotel, which is anticipated to be a recommended partner for off-site guest accommodation.
98. To minimise potential disturbance to the village, arrivals and departures for larger special events will be actively managed as follows:
- a. pre-event communications (joining instructions / guest information) will include clear guidance on arrival times, routing, parking, and expectations for respectful conduct on arrival and departure;
 - b. for larger events, KLP will liaise with booking customers to agree and implement a staggered departure plan, including announcements/signage and staff direction to encourage progressive dispersal rather than a single peak departure;
 - c. a designated pick-up / drop-off point will be used for taxis and private hire vehicles within the site, supervised by event management staff;
 - d. taxis/private hire will be instructed that waiting on Bishopstrow Road is not permitted. Drivers will be asked not to idle engines, use horns, or play music, and to keep voices to a minimum;
 - e. a nominated member of the event staff will oversee departure arrangements during the final hour of events and will intervene if any behaviour risks causing nuisance, and;
 - f. managed dispersal procedures will support the requirement that guests not staying overnight depart by no later than 00:00 (midnight).

9.5 Special events: parking management and overspill prevention

99. For larger special events, where parking demand is expected to approach practical capacity (i.e. 90% capacity or more), parking will be managed to ensure vehicles are accommodated on-site and to prevent overspill onto Bishopstrow Road or verges, as follows:
- a. Guests staying in alternative nearby accommodation will be offered taxi/shuttle bus arrangements.
 - b. Parking will be controlled through pre-arrival allocation and stewarded entry on event days.
 - c. Event parking attendant will deploy controlled entry measures, including prioritising pre-booked arrivals and taxi/shuttle bus drop offs.
 - d. Event parking attendants will direct vehicles to appropriate bays and maintain safe circulation within the site.
 - e. Guests will be advised in advance that parking on verges or obstructing Bishopstrow Road is not permitted and signage will reinforce this on arrival.

10. Estate Security

10.1 Perimeter & Land Security

100. Given the size of the estate, security measures will be designed and implemented to focus on "secure zones", along the following:
- a. **Site entrance:** Install a single, monitored gate entry with access control (keypads or intercoms) to funnel visitors. For day-guest arrivals for events, there will be security personnel at the entry gate to ensure easy guest arrival and no traffic build up on Bishopstrow Road.
 - b. **Natural boundaries:** Use of thick hedges and established trees as non-intrusive barriers.
 - c. **Perimeter fence:** Maintain perimeter fences with areas where there is no hedging
 - d. **Remote Monitoring:** Use remotely monitored 4G-enabled cctv cameras for vulnerable areas where Wi-Fi may not reach, carefully positioned so as not to impinge on neighbouring owners' privacy.

10.2 Building and curtilage security

101. A "minimal intervention and reversible measures" approach will be designed and implemented to preserve the Estate's historic fabric and maintain privacy of adjoining owners, including:
- a. **Heritage-compatible hardware:** For the existing buildings, locks and window catches will be upgraded where necessary with heavy-duty versions that match traditional styles. For the new Pavilion building, secure door locks will be supplied.

- b. **Discreet cctv cameras & alarms:** cameras and alarm boxes will be positioned in existing openings (like eaves) to avoid drilling into any historic masonry. Wireless systems will be used where possible to minimise the need for internal or external wiring.
- c. **External Lighting:** Time-limited, motion-activated lighting will be deployed to deter intruders.

10.3 Community & Professional Integration

- 102. KLP will liaise with Wiltshire Police, Trowbridge Police Station and Warminster Police Team to seek their guidance and recommendations regarding Estate security.
- 103. Where available locally, KLP will link with Neighbourhood Watch, Heritage Watch, Farm Watch or similar local programmes.
- 104. KLP may, from time-to-time at periods of no or low occupancy, engage a professional security firm for random night patrols to deter burglars, etc.

11. External Lighting Management

- 105. External lighting will be designed and operated to protect neighbouring residential amenity and the rural character of Bishopstrow as well as local wildlife habitats.
- 106. The following operational principles will apply:
 - a. External lighting will be low-level, directional and shielded, with fittings selected and angled to minimise spill beyond the site boundary.
 - b. No upward-facing lighting will be used, and lighting will be designed to avoid glare or light trespass to neighbouring properties and Bishopstrow Road.
 - c. External lighting will operate on timers and/or motion sensors where appropriate and will be set to the minimum safe illumination level.
 - d. For events, any necessary external lighting (e.g. for safe egress) will be time-limited and will be switched off promptly once guests have departed.
 - e. Lighting settings will be reviewed periodically, and any substantiated lighting concern raised by local residents will trigger a review of lighting orientation, operating times and intensity.
 - f. Compliance with recommendations of a specialist ecology consultant and requirements of Wiltshire Council in respect of protecting wildlife habitats.
- 107. The Ecological Impact Assessment sets out the following design principles to be adopted to protect wildlife habitats:
- 108. “Any lighting for the development (if required) will need to be designed sensitively in accordance with industry standard guidance (BCT & ILP, 2023) and the following principles will need to be adopted:
 - a. Maintaining dark corridors along the vegetation to be retained along site boundaries;
 - b. Where lighting is required, ensuring:
 - i. Light levels are less than 3 Lux;

- ii. LED luminaires with a warm white spectrum ideally <2700 Kelvin (to avoid blue / UV elements);
 - iii. Bollard or low-level downward directional luminaires are used and mounted on the horizontal (with no upward tilt); and
 - iv. Security lighting, if required, is motion-activated with short (<1 minute) timers.”
109. A detailed lighting strategy will be developed through the detailed design stage, submitted to Wiltshire Council for review and approval and then implemented in accordance with this Operational Management Statement.

12. Noise & Nuisance Management: Special Events

12.1 Special Events: Noise Management

110. A Noise Assessment has been prepared by Hepworth Acoustics which outlines full details of how noise considerations have been measured and assessed in line with Wiltshire Council’s policies.
111. The Noise Assessment also sets out both physical and recommended management measures that will be implemented to avoid excessive noise impact from the events space on neighbouring properties.
112. In accordance with the Environmental Protection Act 1990 special events will be regulated and managed by KLP so as not produce noise that "unreasonably and substantially interfere[s] with the use or enjoyment of a home or other premises".
113. Any licensed or “Regulated Entertainment” as defined under the Licensing Act 2003 will be contained within the events space in the Pavilion.
114. The recommended noise management controls for the new Pavilion will be implemented(see Noise Assessment, paragraph 5.9) are:
- a. Signs will be displayed at the entrance/exit requesting customers to keep noise to a minimum.
 - b. Staff must be on site for the duration of events and any events lasting until 00:00 (midnight) will be fully supervised during gatherings and celebrations.
 - c. The outside area used by guests must be regularly inspected and monitored by staff when in use during gatherings and celebrations.
 - d. Staff must be trained to encourage guests to arrive/depart quietly.
 - e. Notices will be displayed requesting guests to leave quietly and in an orderly manner out of consideration to neighbours and their attention must be drawn to these notices by members of staff.
115. For avoidance of doubt, Regulated Entertainment such as live or recorded music (and any dancing) associated with a special events will take place only within the Pavilion’s internal dedicated event space. No live or recorded music will be played in the marquee or elsewhere outdoors.

12.2 Special events: Management of external areas

116. In addition the above noise control measures, the following protocols and procedures will be implemented to manage risk if noise and nuisance in external areas:
- a. after 22:00 event staff will actively discourage lingering in external areas other than for brief, necessary use (e.g. arrivals/departures).
 - b. any smoking/vaping areas will be located and managed to minimise disturbance, with clear signage requesting quiet behaviour and limiting group congregation.
 - c. during the final hour of events, event staff will undertake periodic external area checks and will intervene where noise levels or behaviour risk causing nuisance.
 - d. external seating/amenity areas will be closed at an agreed time and guests directed indoors by event staff.
117. During special events, nominated event staff will be tasked with ensuring that guests, caterers, entertainers, and other contractors comply with regulations and conduct themselves in a manner that is considerate to neighbouring residents.
118. KLP will also ensure that all special event customers and any contractors working at the Estate are made aware of the permitted operating hours within the different areas of the site.

12.3 Special events: Marquee use restrictions

119. On occasions that a temporary marquee is in use, set-up and guest use of the marquee will be confined to 12:00–20:00. An additional maximum one-hour period (20:00–21:00) will be permitted solely for catering clear-down and dismantling activities, with no guest use, no music, and no speeches/announcements during that clear-down period.
120. In accordance with the Noise Assessment, any audio equipment provided in the marquee will be limited to public address equipment for public speaking only. Low-frequency subwoofer speakers will not be permitted in the marquee public address system.
121. Following dining within the marquee, the event team will actively manage guest circulation, guiding attendees back to the Pavilion for the evening reception to minimise use of the grounds, reduce noise breakout, and limit late-evening activity outside.
122. Again, for avoidance of doubt, Regulated Entertainment under the Premises License, such as live or recorded music and any dancing, associated with a special event will only take place only within the Pavilion's internal dedicated event space. No live or recorded music will be played in the marquee or elsewhere outdoors.

12.4 Special events: noise or nuisance complaints

123. A complaints procedure will operate during events whereby neighbours can contact a nominated staff member via telephone. More details of the Complaints Procedure is set out later in this Operational Management Statement.

13. Waste Management and Servicing

124. Proposals for managing waste disposal are set out in the separate Design and Access Statement and Transport Assessment. The proposals give due regard to Wiltshire Council's Supplementary Planning Document "Waste Storage and Collection: Guidance for Developers" and Building Regulations.
125. KLP has a commercial waste collection service agreement, currently with Veolia, and is expecting to continue on this basis for the foreseeable future.
126. The following waste streams are addressed in this operational plan:
- a. domestic/sanitary waste from guests' use of short-stay accommodation
 - b. waste arising from special events and;
 - c. waste arising from grounds maintenance.

13.1 Domestic/Sanitary Waste

127. Each bedroom/bathroom suite or stand-alone washroom has or will have its own waste collection bin and separate sanitary waste bin. The kitchen will have food waste bin storage built into kitchen units.
128. Waste will initially be collected, separated and stored within domestic-size bins in the ground floor Storeroom of Eastleigh Court and the ground floor Utility Room of the Former Eastleigh Court Stables.
129. Refuse collection will be managed as described in section 13.4 below.

13.2 Waste arising from Special Events

130. Giving regard to feedback received during the pre-application community engagement, a dedicated bin store will be provided within the Pavilion building to minimise the risk of noisy bottle waste collection outdoors or for waste to be moved across the site during sensitive hours when special events are taking place. .
131. The internal bin store will accommodate one 1100L bin for general waste and two 240L bins for recycling and food waste. It is located at the rear of the Pavilion, adjacent to the bar store. The store is accessible both internally and externally, ensuring that bins do not need to be wheeled through the building and allowing for efficient and discreet waste handling.
132. Refuse collection will be managed as described in section 13.4 below.

13.3 Grounds Garden Waste

- 133. Garden waste arising from maintenance of the grounds will be by a combination of on-site composting, mulching, creating wildlife habitats and using specialised waste contractors. The approach taken will be coordinated and overseen by KLP's grounds staff.
- 134. Refuse collection will be managed as described in section 13.4 below.

13.4 Refuse Collection

- 135. On regular or arranged refuse collection days, KLP will arrange for the above stored waste to be relocated to the external bin store, situated close to the Refuse Collection Vehicle (RCV) collection point. The external refuse store and collection point are located between the two short-stay buildings and pavilion.
- 136. RCVs will draw up alongside the storage area on waste collection days and transfer the contents of each bin to the RCV. The location of staging area for the bins means that refuse collection operatives will not be required to transfer the bins more than 30m and the RCV will not be required to reverse more than 12m.
- 137. KLP will organise waste collection activities so that they are undertaken outside peak special event times.
- 138. During special events, catering staff and guests will be prohibited from disposing bottles in any external bins after 10pm.

13.5 Pest / Rodent Control

- 139. KLP will appoint a local professional pest control company to minimise and manage risk of pest / rodent infestation, whether because of waste collection or otherwise.

14. Deliveries

- 140. On or before special events days and from time-to-time generally, it is expected that contractors or suppliers will arrive in small- or medium-sized vans at the Estate to delivering equipment or supplies for the event. These vehicles will make use of the guest/visitor parking spaces provided on the Estate.
- 141. It is anticipated that there will not be any regular requirement for larger heavy goods vehicles to visit the Estate once it is operational but if this is necessary KLP will ensure arrangements are in place so as not to disrupt the amenity offered to guests and visitors or emergency vehicle access.

15. Health & Safety

- 142. KLP will ensure all reasonable measures are implemented to protect the Health and Safety of guests, visitors and staff, including but not limited to:
 - a. **Risk Assessment & Management:** Conducting and recording regular, suitable and sufficient risk assessments to identify and mitigate hazards, particularly regarding fire safety.

- b. **Fire Safety:** Installing working smoke alarms in all rooms, maintaining fire extinguishers (checked regularly), ensuring fire doors are functional, keeping escape routes clear and with emergency lighting and providing clear evacuation procedures.
 - c. **Electrical Safety:** Ensuring all electrical systems are safe and all appliances are PAT tested. N.b. there will be no gas supplies/appliances to the property.
 - d. **Property Maintenance & Hygiene:** Ensuring the property is cleaned thoroughly, including cleaning of rooms and linen between stay as well as maintain hygienic sanitaryware and ensuring no pest infestations.
 - e. **Structural Safety:** Maintaining safe staircases, clear pathways, secure balconies, and eliminating slip/trip hazards.
 - f. **Guest Information:** Providing a guest information folder containing emergency contact numbers and instructions for turning off mains utilities supplies in an emergency.
 - g. **Legislation:** Complying with the Health and Safety at Work Act 1974, ensuring safety for employees (if any) and visitors as well as other Environmental and Health & Safety legislation.
 - h. **COSHH Assessments:** Where necessary, e.g. for the maintenance/handling of refrigerants in air source heat pumps, COSHH assessments that identify, evaluate, and control health risks from hazardous substances in the workplace will be implemented in accordance with the Control of Substances Hazardous to Health Regulations 2002
143. Third-party contractors and suppliers will also be required to provide satisfactory risk assessments and method statements prior to undertaking any works or providing any services on the Estate.

16. Accidents & Emergencies

144. KLP will ensure all reasonable measures are planned and implemented in the case of an accident or emergency, including but not limited to:
- a. **Risk Assessment:** Conducting a written assessment of first aid needs to determine required equipment, facilities, and trained personnel.
 - b. **First Aid Provision:** Providing at least a basic, properly maintained first aid kit.
 - c. **Trained Personnel:** Ensuring one or more staff members or contract staff during special events has valid, appropriate first aid training certificates.
 - d. **Emergency Procedures:** Maintaining an accident book to record all incidents and near misses.
 - e. **Emergency Planning:** Developing a specific emergency plan, including arrangements for guests needing assistance (Personal Emergency Evacuation Plans - PEEPs).
 - f. **Information Sharing:** Providing guests with clear emergency contact numbers and safety information
 - g. **Fire Safety:** Carrying out a separate, annual fire safety risk assessment and ensure equipment like smoke detectors are checked.

- h. **Emergency Vehicle Access:** Ensuring access for emergency vehicles is maintained along the main Estate road and at the Estate entrance/exit gates.

17. Equality, Diversity & Inclusivity

145. KLP will ensure all reasonable measures are implemented to promote equality diversity and inclusivity for guests, visitors and staff, including but not limited to:
- a. **Legal Compliance (Equality Act 2010):** Proactively prevent discrimination, harassment, and victimisation based on protected characteristics (age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex, sexual orientation).
 - b. **Reasonable Adjustments for Disabled Guests:** Providing accessible services, such as specialized breakfast service, clear communication, and accommodating assistance dogs.
 - c. **Inclusive Communication:** Using clear, jargon-free, and non-judgmental communication to build trust with all guests.
 - d. **Welcoming Environment:** Fostering an atmosphere where everyone feels safe, valued, and included.
 - e. **Staff Training & Policies:** Implementing equality policies and training staff to understand their role in fostering inclusion, particularly when serving diverse community needs.
 - f. **Local Compliance:** Adhering to guidelines from Wiltshire Council regarding safe and inclusive service provision, ensuring fair access for all individuals.

18. Neighbourhood Liaison and Complaints Handling

146. KLP will maintain a clear and responsive liaison and complaints handling process for the local community, as follows:
- a. a named liaison role will be in place, with a published email address and telephone contact.
 - b. for events operating into the evening, a duty contact will be available during event hours to receive and will have authority to respond to urgent amenity concerns in real time.
 - c. KLP will aim to acknowledge complaints within 24 hours and provide a substantive response within 3 working days, unless the matter requires investigation.
 - d. all complaints will be logged, including the time/date, issue raised, action taken, and outcome.
 - e. where one or more substantiated complaints indicate a potential recurring issue, KLP will endeavour to implement corrective measures (e.g. revised stewarding, changes to external area management, revised taxi arrangements) and will record these actions in the operational review log.

- f. an escalation route will be available if the complainant considers the issue unresolved (e.g. escalation from house manager to a general manager/operations lead, if the role is in place and ultimately to a company director).
- 147. KLP's current house manager lives in the village and will address any queries or concerns from residents immediately, where possible.
- 148. The telephone number will be available on the business website and on the premises in a visible location.

19. Operational monitoring, recording and continuous improvement

- 149. To ensure commitments in this Operational Management Statement are implemented consistently, the operator will maintain the following records and review process:
 - a. An Event Log (for each organised event) recording: event type, estimated attendance, start/finish times, stewarding measures used, any issues observed (parking/taxis/noise), and corrective actions taken.
 - b. A Complaints Log recording all complaints received (and, where no complaints are received in an event period, a "nil complaints" entry can be recorded for transparency), with actions and outcomes.
 - c. A Periodic Review (at least quarterly and additionally after any event generating a complaint) to review logs, assess trends, and update operational measures where required.
 - d. Staff briefings/training will be refreshed to reflect any changes arising from the review process.
- 150. This monitoring approach provides a transparent audit trail and supports continuous improvement in managing amenity impacts.

20. Community Offer

20.1 Community Access and Use

- 151. KLP will make Eastleigh Court available for up to two community-focused day events per calendar year at no hire cost, limited to non-commercial local uses such as village events, charitable initiatives, or educational activities. This offering is primarily for Bishopstrow residents, with the option to include the immediate surrounding area. Events will be subject to reasonable notice, availability, and standard operational requirements.

20.2 Public Open Days

- 152. KLP will host a minimum of three free-access public open days per calendar year, providing managed access to the estate grounds and selected areas of Eastleigh Court. These will be marketed through local channels to encourage participation from the local surrounding

community. Dates and access arrangements will be determined by KLP having regard to estate operations, safety considerations, and visitor management requirements.

20.3 Schools and Educational Engagement

153. Following completion of the approved development works, KLP will use reasonable endeavours to engage with schools located within an approximate three-mile radius of Bishopstrow, offering opportunities for scheduled educational visits where practicable. Such visits may include themes relevant to the estate and its setting, including biodiversity, sustainable energy systems, heritage, and architectural restoration. This commitment will apply once the site is operational and will not extend to periods during which the property is an active construction site.

20.4 Local Interest Group Engagement

154. KLP will use reasonable endeavours to foster constructive relationships with local interest groups and community organisations with shared interests in heritage, biodiversity, landscape, sustainable energy, or related educational activities.
155. Where compatible with estate operations, KLP will consider reasonable requests for occasional access, visits, or collaborative activities. This commitment is anticipated to commence no earlier than one year following the grant of planning permission, allowing for implementation of the development and operational stabilisation.

20.5 Local Contractor and Construction Participation

156. During the construction and refurbishment phases of the development, KLP will use reasonable endeavours to promote opportunities for participation by businesses operating within Wiltshire and the surrounding sub-regional area.
157. KLP will ensure that a minimum of five Wiltshire-based contractors, subcontractors, or specialist trades are invited to tender, quote, or otherwise participate in procurement processes associated with the works, where suitable skills and services are available.

20.6 Local Services and Economic Participation

158. KLP will establish and maintain a Local Supplier Directory for Eastleigh Court guests and clients, promoting businesses and service providers operating within Wiltshire and the surrounding area.
159. KLP will use reasonable endeavours to ensure that a minimum of ten Wiltshire-based suppliers or service providers are included within this directory at any given time, covering categories relevant to estate operations and visitor needs, such as catering, floristry, photography, beauty treatments, transport, and hospitality services. The directory will be made available to guests and event organisers with the objective of encouraging local expenditure and supporting the rural economy.

20.7 Local Employment and Business Support

KLP will adopt a local-first operating approach and will use reasonable endeavours to source a range of operational services from businesses operating within Wiltshire and the surrounding area.

160. KLP will seek to ensure that a minimum of five locally based service providers or small businesses are engaged on an ongoing or periodic basis to support estate operations, which may include services such as cleaning, waste management, grounds maintenance, pest control, window cleaning, or other property-related services.

21. Conclusion

161. Kindred Living Project's Operational Management Statement (OMS) sets out its plans for the operational management of the proposed luxury, short-stay accommodation, special events venue and associated facilities at Eastleigh Court and the Former Eastleigh Court Stables ("the Estate").
162. Kindred Living Project will oversee management of the accommodation and amenities as described in this OMS to ensure that the Estate provides a high-quality experience for guests in a manner that minimises risk of negative impacts on neighbouring residents' amenity and protects the heritage assets.
163. A separate draft Construction Management Plan (CMP) sets out how construction staff and processes will be managed during the construction phase, also in a manner that minimises risk of negative impacts on neighbouring residents' amenity. This will be developed further prior to material construction works commencing.

End of Operational Management Statement

See overleaf Appendix 1: Schedule of Operational Management Commitments

Appendix 1: Schedule of Operational Commitments

This Schedule summarises the operational commitments that respond to the themes recorded in the submitted Statement of Community Involvement (SoCI).

Ref	Commitment (what will be done)	OMS reference	SoCI cross-reference
C1	Operate primarily as accommodation-led short-stay use, with special events ancillary and managed	Sec. 1, Sec. 4–6	SoCI identifies events/amenity as key theme to be managed proportionately
C2	Categorise special events by size bands (Type A up to 60; Type B/C 61–120)	Sec. 6 (paras 50–53; Table 1)	SoCI highlights event scale/frequency as key concern theme
C3	Apply annual cap to Type B/C events (combined)	Sec. 6 (para 52)	SoCI “actions/changes” narrative on reducing/controlling event impacts
C4	Pavilion closed at midnight; non-residents depart by midnight, supported by managed dispersal	Sec. 6 (para 54); Sec. 9.4 (para 98(f))	SoCI concerns re late departures and nuisance mitigation
C5	For Type B/C events promote/facilitate taxi and/or shuttle/minibus (incl. where appropriate Bishopstrow Hotel)	Sec. 9.4 (para 97)	SoCI traffic/arrival/departure mitigation theme
C6	Manage arrivals/departures: pre-event guest comms, staggered departures, designated pick-up/drop-off, no taxi waiting on Bishopstrow Road, no idling/horns/music	Sec. 9.4 (para 98 a–e)	SoCI specifically highlights arrivals/departures, taxis, routing, parking as key issues
C7	Parking management and overspill prevention: trigger at ~90% capacity; controlled entry; attendants; “no verge parking” comms and signage	Sec. 9.5 (para 99)	SoCI parking/overspill concerns and “actions” theme
C8	Direct vehicles away from nearby houses during larger events via exit signage (turn right)	Sec. 9.1 (para 86)	SoCI traffic routing concerns and mitigation theme
C9	External lighting: low-level, directional, shielded; timers/sensors; time-limited event egress; review if concerns raised; wildlife-sensitive design principles	Sec. 11 (para 106–109)	SoCI identifies lighting as a key theme raised by community
C10	Noise management: regulated entertainment contained within Pavilion internal event space; no live/recorded music in marquee or outdoors	Sec. 12.1 (para 113–115); Sec. 12.3 (para 122)	SoCI identifies noise as a key issue/concern theme
C11	External areas management: discourage lingering after 22:00; manage smoking/vaping; checks during final hour; close external seating at agreed time	Sec. 12.2 (para 116 a–d)	SoCI theme: external activity / nuisance risk during events
C12	Marquee controls: guest use 12:00–20:00; clear-down only 20:00–21:00; PA for	Sec. 12.3 (para 120–123)	SoCI themes: event controls; noise; late-night activity

Operational Management Statement			
Ref	Commitment (what will be done)	OMS reference	SoCI cross-reference
	speaking only; no subwoofers; manage circulation back to Pavilion		
C13	Bottle disposal restriction after 22:00; bin store within Pavilion to avoid disturbance	Sec. 13.2 (paras 131-132; Sec. 13.4 (para 139)	SoCI theme: practical nuisance mitigation measures
C14	Neighbour liaison: named role; duty contact during event hours; response targets; logging and escalation	Sec. 18 (para 147–149)	SoCI emphasises neighbour relationship/ongoing engagement
C15	Monitoring/audit: Event Log + Complaints Log (“nil complaints” entries), quarterly review and post-complaint review; staff briefings updated	Sec. 19 (para 150–151)	SoCI seeks evidence that concerns are managed and changes implemented

End of Appendix 1: Schedule of Operational Management Commitments