LAUDATION

VENUE MANAGEMENT - ARENA DESIGN - COMPLIANCE

OVG Manchester
Operating Schedule and Event Management Plan

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1.0 Introduction

This Operating Schedule and EMP demonstrates Oak View Group's (OVG) commitment, as owners and operators of OVG Manchester, to design and operate this arena in accordance with the appropriate legislation and using industry best practise and guidance to ensure the arena provides a safe, secure and enjoyable environment for all visitors, clients and performers.

Although there is no specific guidance for arena's, OVG will adopt the following documents as a benchmark, where appropriate, as well as using their knowledge from decades of experience in operating similar venues and from their international venue portfolio:

- SGSA Safety at Sports Grounds; 6th Edition
- The Purple Guide to Health, Safety and Welfare at Music and Other Events
- The Event Safety Guide: A Guide to Health, Safety & Welfare at Music & Similar Events (HSE – 1999)
- Technical Standards for Place of Entertainment (The Institute of Licensing, The District Surveyors Association and The Association of British Theatre Technicians) Yellow Book
- The A Guide (published by the National Arena's Association)
- BS 8300:2018 Design of an accessible and inclusive built environment - Code of practice

As well as industry guidance, OVG will ensure that the following legislation is adhered to, recognising that there will be other regulations followed on a department by department basis:

- Health and Safety at Work etc. Act 1974
- Occupiers Liability Act 1957 and 1984
- The Regulatory Reform (Fire Safety) Order 2005
- The Management of Health and Safety at Work Regulations 1999
- Civil Contingencies Act 2004
- Construction (Design and Management) Regulations 2015
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- The Equality Act 2010
- The Food Safety Act 1990

This Operating Schedule and EMP establishes the methodology of operation and integration with the wider Etihad Campus that will develop over time in the lead up to the go live date.

The primary objective of OVG will be to uphold the key licensing objectives. Those being;

- the prevention of crime and disorder,
- public safety,
- the prevention of public nuisance and;
- the protection of children from harm

These have been a key focus within the planning and design of the arena and that will continue to be the case throughout the operational life of the venue.

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OVG will set out its strategy for this within an Operations Manual. This manual will form the basis for the operation of the arena and will have buy in from all levels of the business. It will detail how the license conditions will be upheld, how they will integrate with the wider and developing campus operations and how the plan to communicate with all of the responsible authorities on a regular basis.

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2.0 Integration with Etihad Campus

Integration with the wider Etihad Campus, especially the Stadium, is key to the successful operation of the arena. From the start of the design process, OVG have accepted that the arena will be part of a wider community of venues and events, and not in a green field site on its own. Therefore, the approach from the outset has been that of integration and collaboration.

OVG regularly work with the Operations, Safety and Infrastructure departments at the football club, have observed a number of matches and attend regular meetings and workshops where all external elements of the arena operation, and its interoperability with the stadium and wider campus are discussed. This will continue throughout the rest of the design and construction periods and in the lead up to the operational phase. OVG will also devise a series of desktop and live sessions to test and refine procedures and build good working relationships between all stakeholders. The key elements of joint planning will centre around arrival, queue management, circulation, transport, departure and incident planning.

Campus wide coordination meetings are already in place, which the arena operations team will join as they ramp up for the opening of the venue. OVG will also feed into the campus wide diary to ensure that a holistic picture can be maintained within the independent venues. The arena will issue an Event Management Plan to all stakeholders in advance of each event which can be discussed at the regular operations and coordination meetings.

It is likely that a series of Operating Modes will be agreed in advance to establish the parameters of operations dependant on the activities within the wider campus. The overriding approach will be to not schedule an arena event at the same time as a match. However, if that can't be avoided, it is only likely to occur a handful of times a year.

As an example, the Operating Modes are likely to be set out as follows:

- Operating Mode A: Arena event only, no stadium bowl event;
    - The Arena will have use of the common areas within the campus and surrounding car parks. There may be other events on the campus, but these should be of limited impact to the arena event taking place

- Operating Mode B: Arena Bar/Concourse open on MCFC Matchday;
    - The majority of arena attendees will be those already attending the event in the stadium and therefore it is assumed that there is no, or only limited, uplift in the total footfall on the campus. The arena will be responsible for the operation of the concessions as well as the access, egress and security management within the arena demise. Liaison with the Stadium safety management will be in place.

- Operating Mode C: Arena Evening Event + MCFC Lunchtime kick off;
    - This mode will be used for stadium kick offs ranging from 12:00 to 14:00. Therefore, the latest peak egress time is 16:15. For this operating mode, there is little impact on the stadium but coordination is key to ensure

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transport management and cleaning and waste removal is in place to present the campus to the arena that evening.

- Operating Mode D: Arena Evening Event + MCFC 15:00 kick off;
    - The likely egress commencement time in this mode is 16:45 with peak egress ceasing around 17:15. The arena premium doors are likely to open at 17:30. There will be limited impact to the stadium operation, but queue zones will be agreed and likely set up prior to the stadium egress. Car Parks should be unaffected. Cleaning and Waste Management will need coordination.

- Operating Mode E: Arena Evening Event + MCFC 16:00 kick off;
    - Arena parking limited to a maximum of 500 spaces and will be pre-booked to control. Communication regarding other methods of transport and walking routes will be strongly advertised. A small queuing area is likely to be in place on Joe Mercer Way but nothing significant. All other queues zones are away from the stadium circulation routes.
    - Ingress is likely to be unaffected with the arena ticket holders not expected to arrive until around 17:00, apart from some early arrivals for the standing floor, if applicable.
    - Stadium egress is likely to commence around 17:45 with peak egress ceasing around 18:15. At this time the Arena VIP Entrance will have opened and the main doors will be due to open at 18:30. The 500 spaces in the car park, reserved for arena customers, mainly VIPs, are likely to be taken before 18:00. Queues are likely outside of the majority of arena entrances at this time, however, apart from the queue zone on Joe Mercer Way, little impact to the stadium egress is expected.
    - For the arena egress, there is no stadium crowd on the campus.

- Operating Mode F: Arena Evening Event + MCFC Evening kick off;
    - This mode will be used for evening kick offs from 19:30. Therefore, the likely stadium finish time is 21:30 - 21:50 will peak egress reducing down at 22:00 - 22:20.
    - Arena parking will be limited to a maximum of 500 spaces and will be pre-booked to control cars arriving on site. Communication regarding other methods of transport and walking routes will be strongly advertised. A small queuing area is likely to be in place on Joe Mercer Way but nothing significant. All other queues zones are away from the stadium circulation routes.
    - Ingress is likely to be unaffected in general although the local routes and transport hubs are likely to be busier than normal. It is likely that the arrival profile will be similar, with the arena guests starting to arrive earlier than the stadium spectators, but peak arrivals for both will likely occur simultaneously. Even with that occurrence, the arena will have limited parking spaces all of which will be allocated in advance. It is therefore assumed that the impact on the campus is likely to be manageable during this phase of activity. It has been witnessed that there is plenty of circulation space for simultaneous arrival to both the arena and stadium within the current external spaces.
    - For egress, the arena will manage the show finish time to ensure that it doesn't finish earlier than 22:30 to ensure that the hard egress from the

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stadium has finished prior to the hard egress from the arena. Where Stadium events have the potential to extend into Extra Time and or penalties, the arena will further delay the finish time to 23:00 in advance, to still provide a 20 minute buffer between both venues finishing.
    - In this mode, the arena will promote post event entertainment and food and beverage promotions to further delay some of the guest departures.

- Operating Mode G: Arena Evening Event + Athletics Stadium, Velodrome, Squash & CFA Stadium in use;
    - There is unlikely to be a stadium event occurring at the same time. Stadium car parks will be available to use. Limited impact on the arena expected, however, coordination to take place with other venues on the campus to agree operating schedule and parameters.

NB: For Arena Matinee events, it is likely that Operating Mode F will be used. This will be worked through with relevant stakeholders during the operational planning phase.

On days where a concert is scheduled in the stadium, it is likely that the arena will not schedule events, at least in the early years of operating, until a pattern is established, and live data can be analysed. Should this occur in the future, detailed planning sessions with the football club, local authority, police and other stakeholders will take place to ensure suitable plans are in place and all parties are comfortable that the event can take place safely.

The arena will follow the Command and Control system as recommended within the Green Guide and as currently used by the Etihad Stadium and by the Emergency Services. Whilst it is likely that a Silver Commander will be in place independently for both the arena and the stadium, coordination of both venues as well as the Common Domain Area is critical and this will be discussed, tested and agreed with the relevant stakeholders in advance of the venue opening. The control rooms in both the stadium and area will have direct contact as well as shared CCTV capability for ease of communication and coordination. The operating plans will need to be created, tested and approved to find the most resilient approach in managing the campus with the arena, stadium and estate management feeding into the process and then presenting to the Stadium SAG group for approval.

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3.0 Event Activities

3.1. Schedule and Operating Hours

It is anticipated that OVG Manchester will host in the region of 120 events a year with the majority taking place in the evening, although some matinee performance are also likely.

Matinee shows are likely to begin at 15:00 and end by 17:00. Evening shows are likely to begin at 19:30 and end between 22:00 and 23:00. The exact event timings may vary on a show by show basis. It is likely that the attendance for a matinee show will be reduced to 50% due to the configuration of the arena.

A typical event hire agreement gives the event owner, normally the promoter, access into the venue from 06:00 on the event day until 03:00 the day afterwards. The 'live' period within that window is normally from 17:30 until 23:00, although that could change for some events with matinee performances built into the agreement in advance.

The below schedule outlines the key timings on a typical event day.

- Production Vehicles Arrive on site: 04:00*
- Event Load In Commences: 06:00
- Sound checks Commence: 15:00
- Premium Entrances Open: 17:30
- Main Doors Open: 18:30
- Support Act Commences: 19:30
- Main Act Commences: 20:45
- Event Finishes: 22:30
- Egress Complete: 23:15
- Load Out Complete / Last Truck off site: 03:00

* Where possible, trucks will be directed into the covered service yard at this time

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3.2. Event Configurations

OVG Manchester has been designed to deliver a number of different configurations from Concert to Sport and Family Entertainment to Award Shows. The maximum capacity for events will be up to 23,500, however, this is only likely to occur a small number of times per year, with the standard event attendance likely to be between 14,000 – 18,000 persons.

The table below shows the anticipated number of events per capacity range, to be held annually:

Capacity Range	**Anticipated Events per year**	**Potential Growth Scenario**
16,726 – 18,263	48	72
13,844 – 20,455	36	54
16,266 – 17,833	22	32
10,943 – 20,457	12	18
15,809 – 23,500	2	4
	120	**180**

3.3. Operations Manual

The method of how the arena will be operated, will be detailed within an Operations Manual that will be written and published by OVG in advance of the arena opening. This manual is likely to form the basis of the Premises License and will explain how the arena will operate both on event and non event days. The manual will be a comprehensive, live document that will include details on all elements of the arena's operation. Likely subjects that will be included are, but not limited to, the following;

- An overview of the arena including capacities and provisions within each of the different spaces;
- Method of Integration with the wider Etihad Campus
- Schedule and Conditions of the Premises License
- Arena Management Policies and Terms and Conditions of Entry
- Noise Management Policy
- Details around the day to day Management Structure as well as the Command and Control Structure of arena events
- Health and Safety Management including Fire Safety
- Incident Management and Contingency Planning
- Event Planning Process
- Medical Management Plan
- Event Configurations and Capacities
- Access, Egress and Circulation Planning
- Management of the Standing Floor
- Production Facilities including Rules and Regulations (including Electrical Safety and Rigging)
- Security and Counter Terror Plan and Procedures
- Facility Management including Planned Preventative Maintenance Regime
- IT and Broadcast Provision

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- Cleaning, Waste Management and Environmental Plan
- Accessible Provision
- Transport Management Plan
- Food & Beverage Operation including Premium areas
- Ticketing Management Plan.

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4.0 General Operations

4.1. Cleaning and Waste Management

The venue, either by directly employing staff or by contracting an experienced Service Partner, will be responsible for all cleaning and waste management within their red line boundary. There will be a regime in place for cleaning to take place prior to, during and after an event as well as planned deep cleaning on a regular basis through a Planned Preventative Maintenance programme. For cleaning further out from the venue boundary, it is likely that OVG will tie into the existing campus wide cleaning provision to ensure that it is kept to the current standard.

A comprehensive Waste Management Plan has been submitted as part of the planning application. Some key points are summarised below.

- Waste will be separated at source into a number of streams. Residual waste and Dry Mixed Recyclables (DMR) will be segregated venue-wide, with glass and organics also segregated in certain areas.
- A large proportion of the venue's waste will be generated in the arena concourse areas. To reduce the risk of litter bins in these areas overflowing, cleaners will regularly empty them and transfer waste to larger bins in intermediate stores.
- Waste generated within the bars and concession units will be stored within the units themselves, while waste produced in the hospitality areas will be backhauled to the kitchens on each level.
- A portion of the proposed arena's waste will be moved to the existing Etihad Campus waste compound for collection, via the bin compound on the L01 podium. To ensure that the waste strategy offers sufficient resilience, provision will also be made for a portion of the proposed arena's waste to be compacted on-site and collected from the L00 service yard.

At this stage, it is proposed that cleaners will move residual waste to the compactors in the L00 service yard and DMR, organics and glass bins to the L01 bin compound, before transferring them to the Campus waste compound for consolidation and collection.

The compactors in the L00 service yard will be collected by a private contractor post-event using a skip-lift truck. Collection vehicles will access and exit the service yard via Sportcity Way to the north. The compactors have been oriented to ensure that the trucks do not obstruct the main servicing circulation route when they are making collections.

To maximise the efficiency of operations, DMR, glass and organics bins will be moved from the L01 bin compound to the Etihad Campus waste compound using 3.5t box vans.

In order to avoid any adverse impacts on users of the Campus, waste will be moved in the early hours, when levels of pedestrian activity are at their lowest.

Organics and glass bins will be collected from the Campus waste compound by a rear-end loader refuse vehicle, while DMR will be compacted. To minimise the number of waste vehicle trips, it is proposed that DMR is stored in a large portable roll-on roll-off compactor and collected by a hook-lift truck.

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4.2. Smoking

The venue will operate a strict no smoking policy and no re-admission will be permitted for those wishing to leave the venue to smoke. This being the case, we don't expect any impact from smoking, and this is benchmarked from similar policies being in place at most venues throughout the UK.

4.3. Event Management Plan (EMP)

The EMP will be the key event communication component, detailing the event requirements and how they will be delivered. The document will be available internally to all staff as well as to key external stakeholders. The EMP is likely to cover the following topics, with the more strategic elements being detailed within the Operations Manual and other strategic documents such as the Incident Strategy, Crisis Communications Strategy and Business Continuity Plan, to avoid repetitiveness where possible;

- Overview of the event,
- Risk Assessment,
- Expected Audience Profile,
- Arena Configuration,
- Capacity, ticket sales and expected attendance
- Areas in use,
- Schedule of activities,
- Details of contractors working on the event,
- Transport and logistics arrangements,
- F&B operation,
- Security and staffing requirements,
- Merchandise operation,
- Cleaning and waste operations,
- Technical and production requirements,
- Medical provision,
- Fire Safety provision.

The document will be available in advance of the event, likely 2 weeks out, and updated up until the event day. On the event day, information from this document will be used to form an Event Briefing Document, which will be available to each staff working on the event.

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4.4. Accessibility

A key strategy for OVG is to deliver an arena that is truly world class for everyone who comes to visit. This fits in well with Manchester's Core Strategy, that there is an aspiration that by 2027 'Manchester will be a successful and accessible City in the front rank of cities in Europe and the world'. This scheme is an opportunity to meet and exceed that aspiration through the adoption of the following four principles, which incorporate CABE's 'Principles of Inclusive Design'. These principles are embedded as part of design deliberations and output to ensure that all parts of the built environment:

- Can be used safely, easily and with dignity by all regardless of disability, age, gender, ethnicity or economic circumstances.
- Are convenient and welcoming with no disabling barriers, so everyone can use them independently without undue effort, separation or special treatment.
- Are flexible and responsive, taking account of what different people say they need and want, so people can use them in different ways.
- Are realistic, offering more than one solution to help balance everyone's needs, recognising that one solution may not work for all.

No matter how physically accessible a venue is, without clear operational policy mechanisms, the accessibility of the venue will be compromised and over time, diminish. Therefore, sufficiently robust provision, criterion and practices will be established by the building management and operators including the development of active management plans. For this reason, OVG are seeking to obtain Attitude is Everything's (AIE) Gold Charter status. AIE's Charter is a combination of physical provision, service offering, and operational practice designed to guide venue and event organisers through a wide range of topics. The Charter sets out 21 criteria such as the provision of information, booking disability equality training to provision within the physical site looking at viewing platforms, toilets (including Changing Places facilities) and emergency evacuation plans. There are also requirements for staff training, consultation and engagement.

There is also an aspiration that the venue becomes the touring communities' favourite venue. As the design develops, the development of back of house and performers' facilities will address disabled and non-disabled users, in order to ensure that every effort is made to allow the programming of deaf and disabled Performers to operate freely and to make as many act areas as possible accessible. As part of OVG's drive to achieve AIE Gold Charter Status the design team will look at removing obstacles in all areas. As the design develops, OVG will look at how operational and management policies, procedures and practices might create unintended barriers and work to remove them.

Wheelchair user viewing spaces and amenity seating is dispersed throughout the arena. Permanent wheelchair viewing positions will provide a C60 (minimum) viewing. These positions will be generally within 40m of unisex wheelchair accessible WCs; in some instances, distances may be nominally more than 40m; the routes to those WCs will be unimpeded by obstructions such as doors. Wheelchair user viewing positions will be 900mm wide by 1400mm deep plus space for a companion seat (overall dimension will therefore be 1400mm x 1400mm) with a clear circulation space of 1200mm minimum behind these positions.

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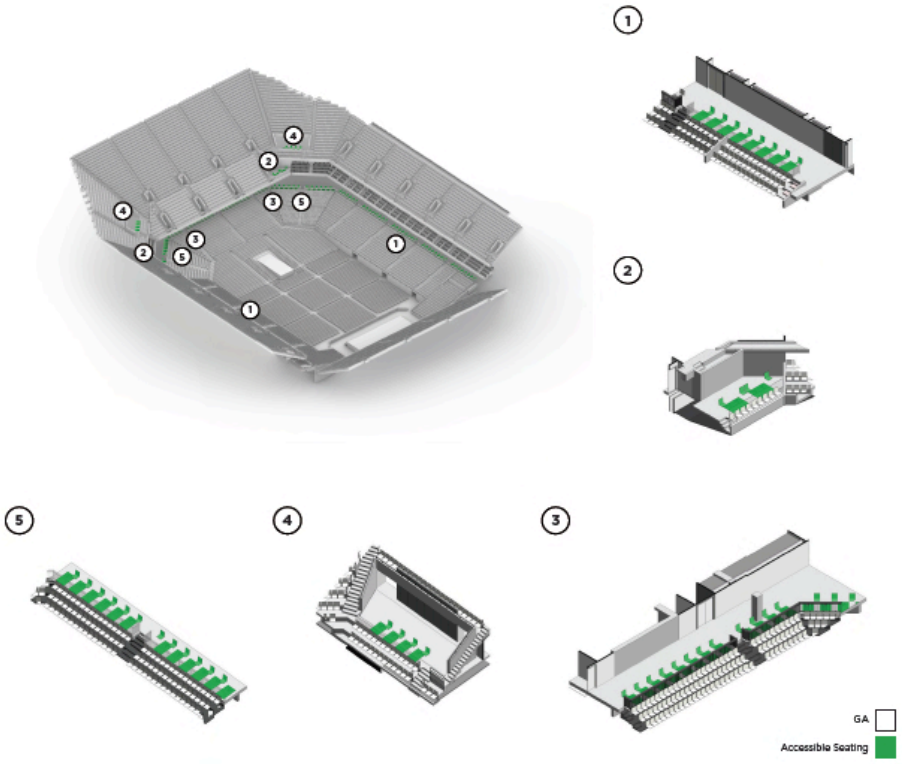
Below is a diagram showing locations of accessible seating within the seating bowl.



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5.0 Crowd Management

5.1. Introduction

Crowd Movement has been a key focus for the project team and the results have been used to inform and update the design of the seating bowl, concourses and external areas.

This is more important than usual given the location of the arena, within the Etihad Campus, and in proximity to the Etihad Stadium, and that there's likely to be a small number of occasions during the year, where coincident events are likely to occur.

All of the Crowd Modelling has taken a worst-case scenario which includes a fully expanded capacity of the football stadium (61,000) and the maximum attendance achievable in the arena (23,500).

5.2. Crowd Modelling

A full crowd modelling exercise was commissioned as part of the design brief. This has been undertaken by Buro Happold with some input regarding historic stadium performance via Professor Keith Still to ensure the arena is aligned with historic stadium trends.

Below is a summary of the key findings from the Crowd Modelling report.

- During Ingress, the total number of security lanes provided for the Arena is sufficient to cater the demand considered.
- During an Interval, there are sufficient concession and toilet provisions at most locations to cater the demand for the interval duration considered.
- During peak departure, there is sufficient capacity at most locations within OVG Manchester, with occasional high density at top of the open stairs / escalators, which is considered acceptable as people slow down on the approach to the stairs and escalators. High density levels are likely at the access to the new central pedestrian crossing at Sportcity Way and at the South West (SW) corner, during a multi-event egress due to limited width for flows to the South

Improvements to the crowd flow will continue throughout the planning stages and further modelling and tabletop exercises will take place to ensure there are operational solutions in place for all elements of crowd management.

5.3. Ingress

A key component to the success of the arena is to ensure a seamless journey from the city centre and transport hubs to the entry points of the venue. This will be achieved through coordination with the Football Club and local transport stakeholders.

Communication with ticket holders will be key to ensure we detail the available and best routes onto the campus for each specific event. This will especially be prevalent on days where there are events also taking place in the Etihad Stadium. OVG will work with City

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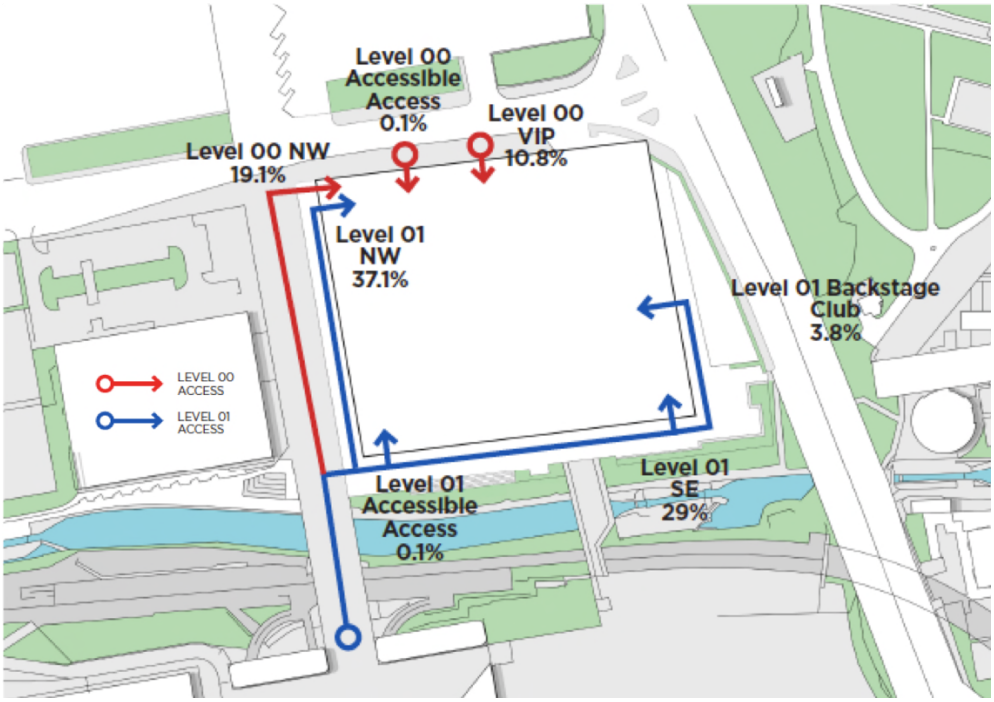
Football Group to agree operating and communication plans in advance to ensure that there is a functional plan in place for all likely eventualities.

In the main, guests are likely to approach the arena from the North if driving or from the south if walking, using the Metrolink, Busses or Taxi's. From both directions, guests will join Joe Mercer way;

- If sitting within a VIP or Premium Area, use the VIP Entrance accessed via Sports City Way
- If sitting or standing on the Event Floor, use the NW Entrance access via Sports City Way/Joe Mercer Way junction
- If sitting on Level 1 or Level 3 or has access to the Backstage Lounge, will directed to the Podium Access Point at the Southern End of Joe Mercer Way to join the Podium and be directed to one of the other entrances accessed directly from that level
- All Entrances will be suitable for guests with Accessibility requirements, however there will also be 2 dedicated Entrances, one on Sports City Way and one in the SW Corner via the Podium, for use as well if required.

It is likely that a no bag policy will exist once the arena is operational. Soft checkpoints at the entrances to queues and as guests reach the entry points to the external podium will take place to ensure bags do not enter the arena footprint.

At the Arena Entrances, searching will take place, likely with the use of walk through magnetometers. Once through a security check, a ticket check will take place to validate the ticket and give the guest access into the event. The arena entrances have been designed to try and reduce queuing as far as possible. Slower flow rates than suggested in the Green Guide, have been used provide a worst case scenario, which is being designed against.



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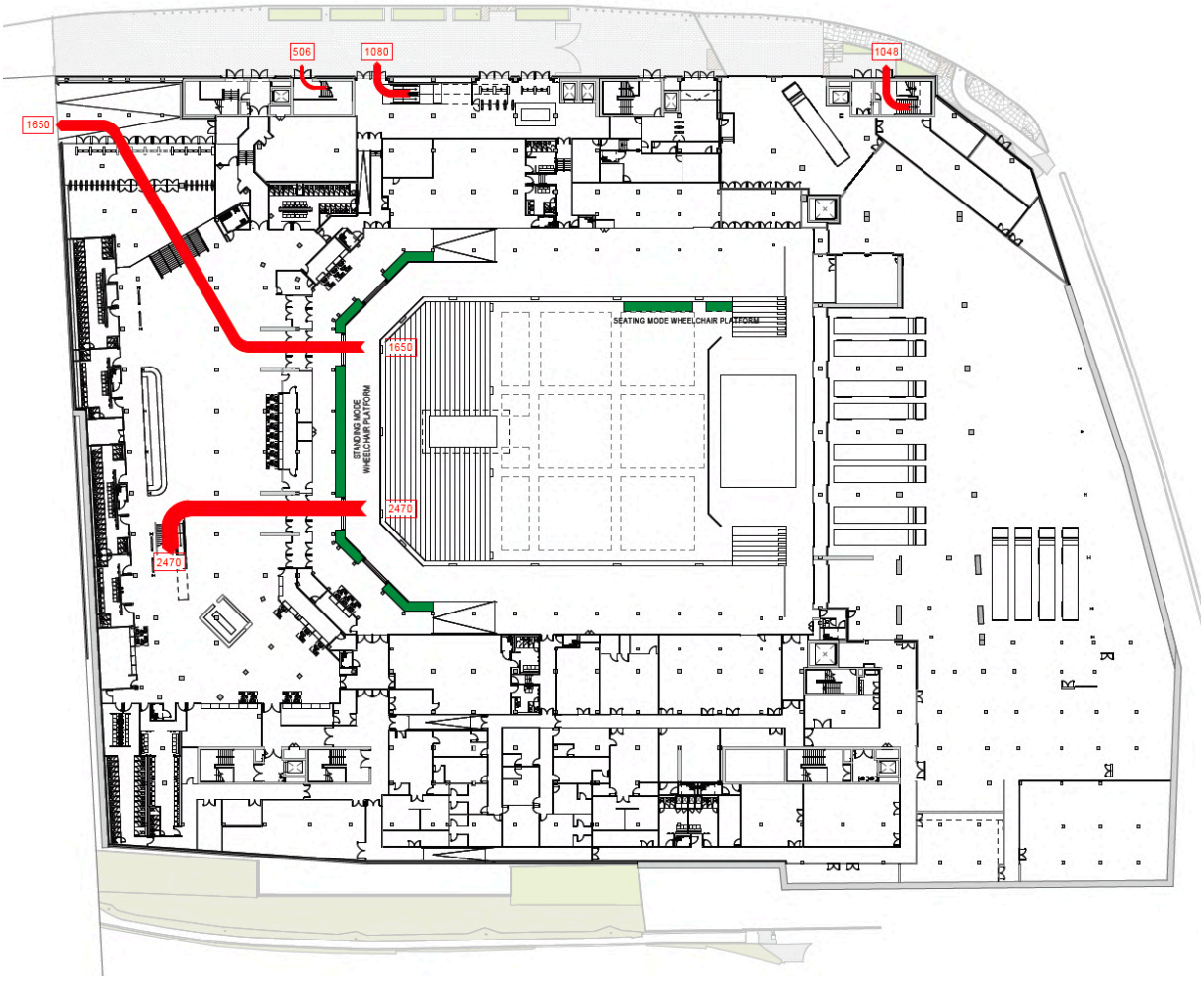
5.4. Egress

Egress from the arena is a complex operation, dealing with up to 23,500 spectators. On days when the stadium is in operation, there will be some remaining crowds leaving the stadium as well.

Because of this Crowd Flow models have been worked through to inform design decisions around exit widths, concourse layouts and seating bowl vomitories, to ensure there is enough space for a comfortable egress to take place.

This modelling will be used by OVG to assist with the creation of operating and contingency plans, as well as for wider coordination with the Etihad Campus stakeholders.

The plan below shows egress from Level 00.



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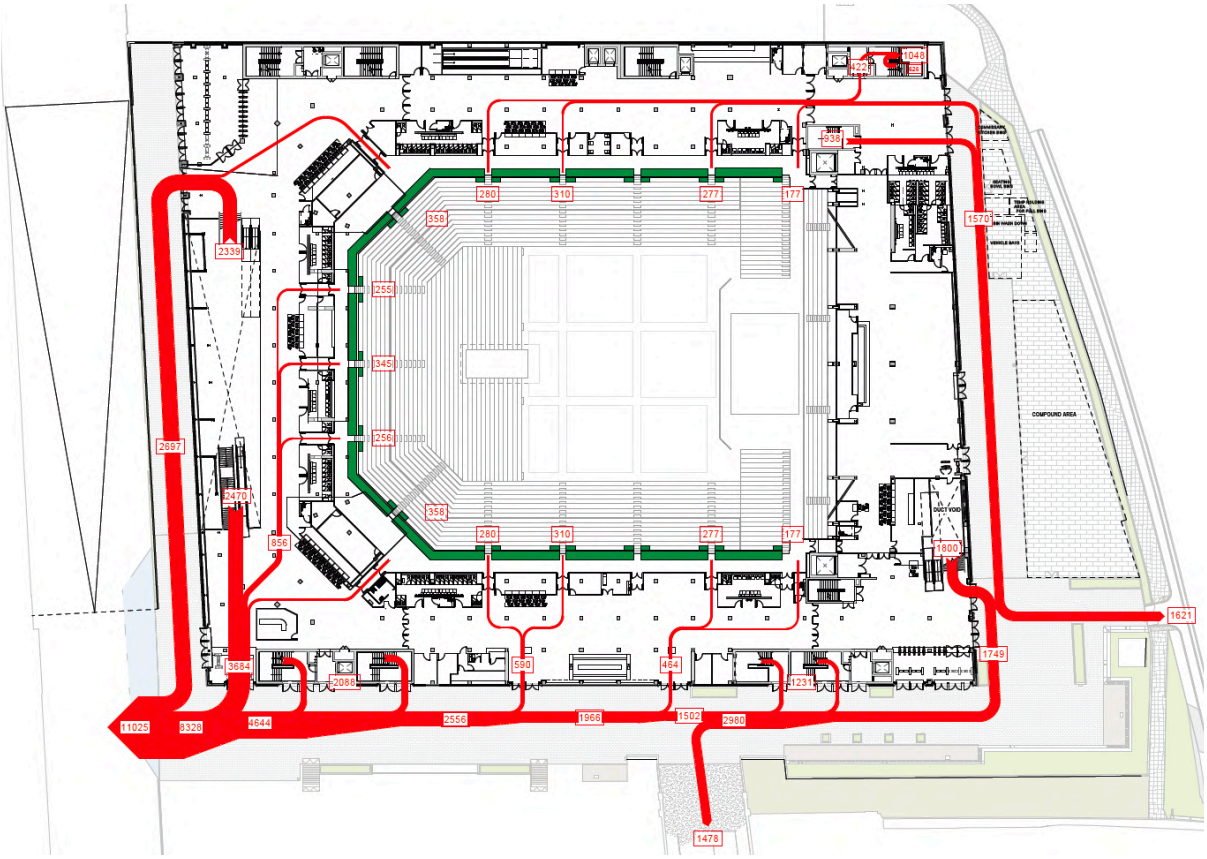
The plan below shows egress from Level 01.



5.5. Evacuation

Detailed evacuation plans will be created closer to the opening of the venue and will be done in conjunction with the Responsible Authorities and the key Stakeholders at the Etihad Campus to ensure integration with the existing strategy.

When an evacuation of the arena is required, either as a stand-alone requirement or as part of a wider campus incident, the strategy will be in 3 phases:

- Evacuation of the Arena from Level 0 onto Sports City Way, on Level 1 onto the External Podium
- From the Podium they will access the Etihad Campus via Joe Mercer Way or Forge Lane Bridge or the public realm via Alan Turing Way.
- From the Campus they will leave via the Green Gates and join the public realm.

Dependant on the incident, a number of cordons may be put in the place. The spectators will be held away from the venue behind these cordon lines. Once the incident has been dealt with, the venue operator will decide whether the venue will re-open and the event recommence, or the venue will remain closed and a dispersal operation will commence.

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6.0 Transport

6.1. Transport Assessment

A Transport Assessment (TA) has been prepared by Buro Happold on behalf of OVG, in support of the planning application.

The scope of the TA has been discussed with MCC and Transport for Greater Manchester (TfGM) during the pre-application period and included agreements on the transport assessment scope and trip generation methodology.

The TA covers the Policy Context, the existing baseline transport conditions with regard to the pedestrian and cycle networks, public transport facilities and the highway network. Accident analysis has also been undertaken within the vicinity of the Site, Trip Generation, Impacts, Mitigation Measures and Conclusions.

6.2. Proposed Modifications to existing Roads

Changes to the internal and external roads are proposed to provide safe and efficient access and egress from the Site for all modes. Roads will also be subject to temporary traffic management arrangements to allow vehicles and pedestrians to be safely directed on arena events. This allows the roads to function and be used as currently at other times, including for football matches. The following key changes are proposed:

6.2.1 External Roads – Permanent Changes

- Modifications to the existing junction to the far north of the site (Gate 1 junction with Alan Turing Way), to allow left-in left-out traffic movements, improved cycle facility and a dedicated widened pedestrian provision, together with dedicated route for service vehicle access and car access and egress;
- New emergency vehicle access from Alan Turing Way including localised modifications to existing pedestrian footway and access to the canal, to allow emergency vehicles to cross the footway and cycleway in the event of an emergency.

6.2.2 External Roads – Temporary Traffic Management

- Nearside lane closure on Alan Turing Way for north-bound approach to Gate 1, to allow free flow of traffic from the Gate 1 left-out exit after an arena event. This is implemented for event egress only.

6.2.3 Internal Roads – Permanent Changes

- The widening of footways along Sportcity Way to the front of the venue by the existing Sportcity Way carriageway;
- Reduction of Sportcity Way from four lanes to three lanes to facilitate the above; and

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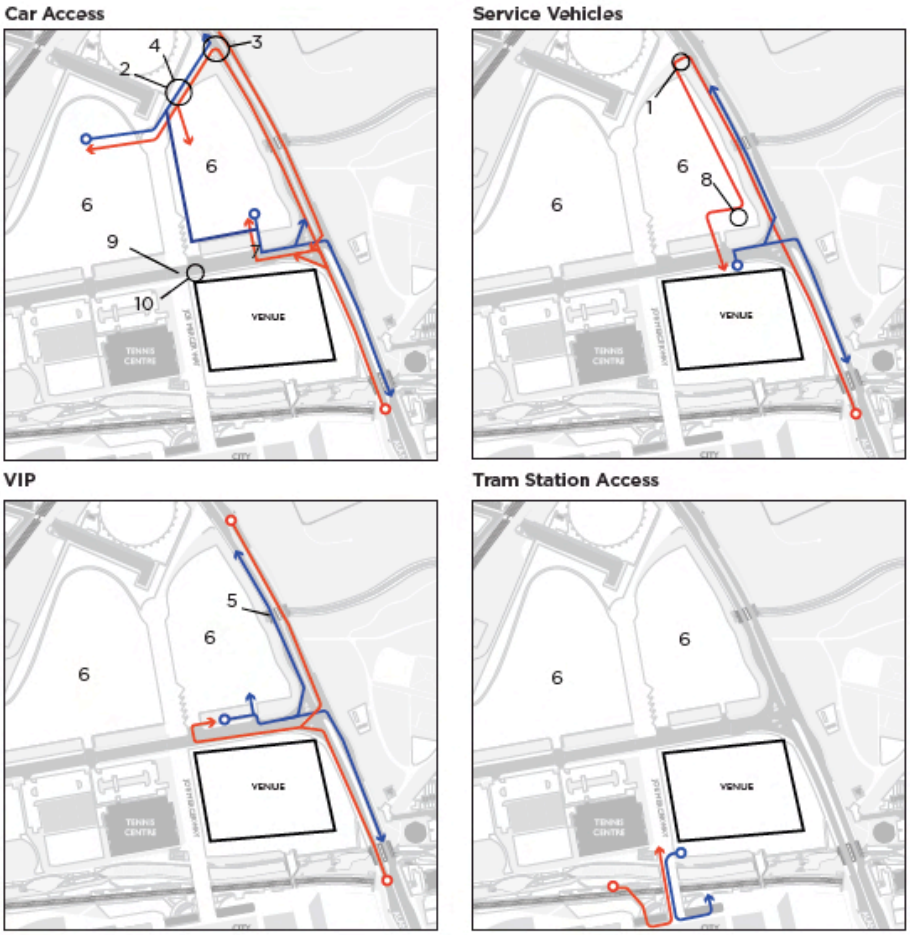
- Provision of HVM measures (fixed bollards, retractable bollards and planters) to protect crowds.

6.2.4 Internal Roads – Temporary Traffic Management

- Closure of Sportcity Way at the interface with Joe Mercer Way using retractable HVM bollards, to provide a safe route for pedestrians on entry and egress to the arena. This is implemented for event ingress and egress; and
- Provision of a new drop-off facility for VIPs to the front of the arena, through closure of lanes and provision of a temporary u-turn facility. This is implemented for event ingress and egress.

6.3. Vehicular Access

Vehicular access from the public highway will be via the existing site access junctions on Alan Turing Way to the north-east side of the proposed arena. The. Figure below shows the vehicular routes in/out of the Etihad Campus for the arena from Alan Turing Way junctions via Gate 1 and Gate 2 access points. Red line shows entry, Blue line shows departure.



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The main vehicular access routes to the arena are proposed as follows:

- Arena service yard traffic:
  - Access for event logistics traffic from the north, via the re-configured junction at Gate 1 off Alan Turing Way; and
  - Access for other, day-to-day servicing traffic via Sportcity Way using the Gate 2 entry.

- Emergency services:
  - Access from Alan Turing Way via Gate 2 to Sportcity Way;
  - Access from Alan Turing Way via Gate 1 to the car parks; and
  - Podium access from the east via a new emergency access route provided across the existing footway and cycleway. This will be an informal access route for use in emergency only.

- Waste collection:
  - From L00 service yard from Alan Turing Way via Gate 2 to Sportcity Way; and
  - From the podium from the south west via Joe Mercer Way.

- OB Compound:
  - occasional vehicle access from the south via Forge Lane Bridge.

6.4. Deliveries & Servicing

The arena service yard will be located on the eastern side of the site, which will be wholly enclosed and accessed via a two-way internal access route from Sportcity Way. The service yard access will be traffic signal controlled, linked to the Sportcity Way junction with Alan Turing Way. Service yard traffic will only be permitted to cross Sportcity Way when the traffic approaching from the east is held at a red light as part of the existing junction signal phasing.

The service yard will provide space for loading and parking of production vehicles associated with an event. Eight vehicles will be able to load directly onto the event floor at any time, whilst parking for four further large vehicles will be available.

The service yard will also provide for more day-to-day delivery activities including catering deliveries and will provide the location for storage and collection of waste compactors.

Additional waste and vehicle compounds will be provided on the L01 podium. The waste compound will be provided for temporary storage of waste before it is transferred to the Etihad Campus-wide waste management facility. The waste will be stored in large wheeled bins, which will be loaded onto or towed by a vehicle to be transferred. These vehicles will access Joe Mercer Way via the podium.

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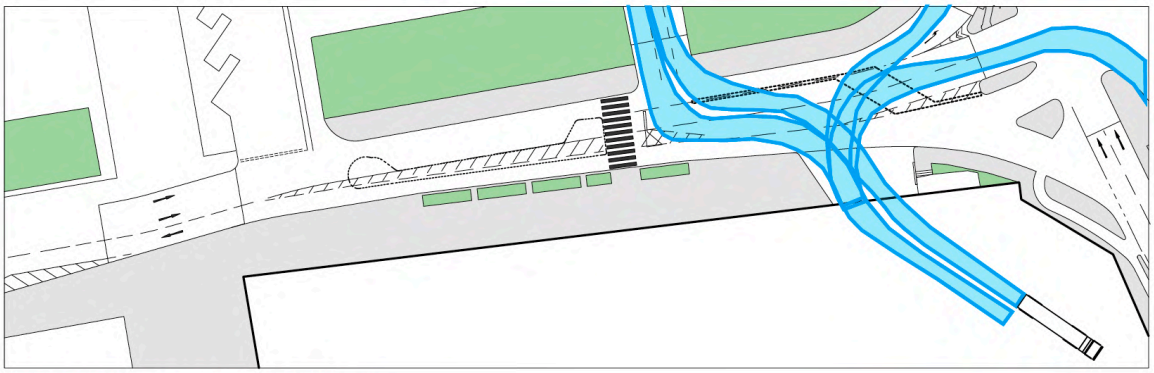
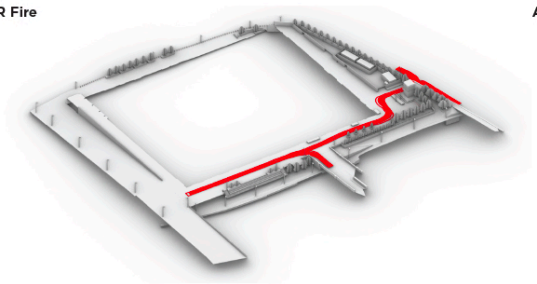
The vehicle compound will be provided as a facility to occasionally park OB trucks or other vehicles required for a special event, such as equipment for a temporary ice rink. The space has been designed to be flexible to respond to a variety of needs but will be able to accommodate a typical outside broadcast set up consisting; two large production trucks, two generators and a satellite uplink vehicle. These vehicles will access the area via Forge Lane Bridge from the south. Their entry will be carefully managed to avoid conflict with arena users and other pedestrians. Vehicles will be able to enter, turn and leave the podium area safely in a forward gear.

Vehicle swept path analysis has been undertaken to ensure that vehicles can adequately manoeuvre within the service area and manoeuvre on/off the highway in forward gear.

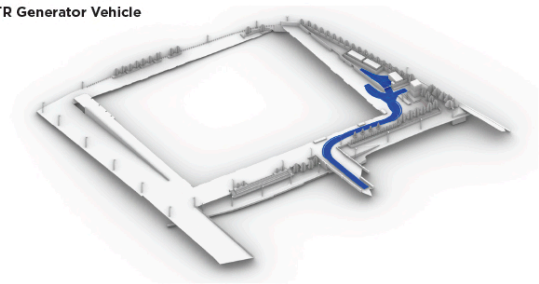


Servicing to Alan Turing Way/Sportcity Way Junction

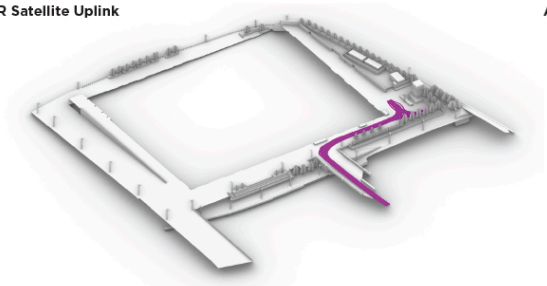
ATR Fire



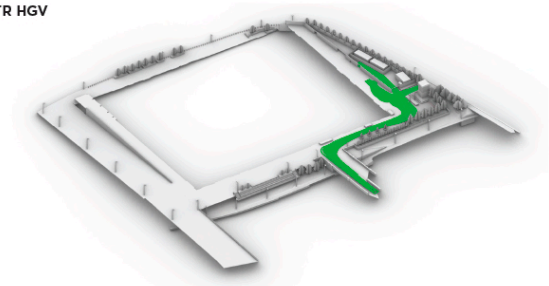
ATR Generator Vehicle



ATR Satellite Uplink



ATR HGV



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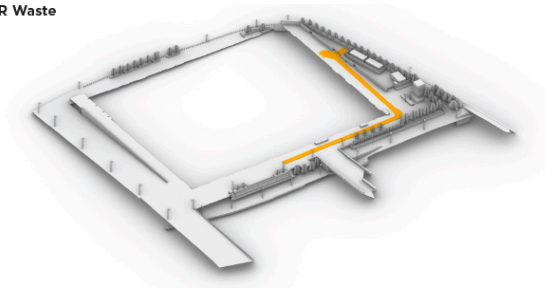
ATR Waste



6.4.1 Event Day

On an event day, outside of the event production deliveries, servicing will be avoided as far as possible. Typical event day delivery patterns are described as follows:

- Up to 26 vehicles – Event trucks and coach / tour buses, arriving on site at around 04:00 and leaving early the following morning;
- Up to 6 vehicles – Artists, arriving in the afternoon for sound checks; and
- Up to 2 runner vehicles – Frequently coming on and off-site to pick up items from the local area.

The patterns described above show that deliveries would largely avoid the peak hour, with only demand from the runner vehicles potentially coinciding with the network peak hours. It is expected that no deliveries and servicing would occur during peak spectator arrival and departure hours.

The network peak hour servicing trip generation by vehicle type is shown in table below.

Mode	AM Peak (08:00-09:00)			PM Peak (17:00-18:00)			Daily		
	In	Out	Total	In	Out	Total	In	Out	Total
Light Servicing	1	1	2	0	0	0	18	18	36
Heavy Servicing	0	0	0	0	0	0	27	27	54
Total	1	1	2	0	0	0	45	45	89

6.4.2 Non-Event Day

On a non-event day, there would be up to 16 delivery and servicing vehicles broken down as follows:

- 5 vehicles – food and beverage;
- 2 vehicles – courier;
- 1 vehicle – office;
- 4 vehicles – waste collection; and
- 4 vehicles – maintenance.

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Given the types of deliveries listed, a 50-50 split between light and heavy goods vehicles has been assumed. The peak hour servicing trip generation by vehicle type is shown in the following table.

Mode	AM Peak (08:00-09:00)			PM Peak (17:00-18:00)			Daily		
	In	Out	Total	In	Out	Total	In	Out	Total
Light Servicing	2	2	4	1	1	2	8	8	16
Heavy Servicing	2	2	4	1	1	2	8	8	16
Total	4	4	8	2	2	4	16	16	32

6.5. On Site Facilities

6.5.1 Car Parking

Car parking at the Etihad Campus and the management of it thereof considers the Campus operating as a whole rather than its individual components. This enables an efficient and flexible use of the space within the Campus for parking and other operational requirements.

Approximately 3,700 parking spaces will be available within the Etihad Campus once the arena is operational.

Parking provision for the proposed arena will be made within these car parks. The number of parking spaces available to visitors for the proposed arena will vary depending on the events taking place across the Campus at the time. The two scenarios that result in the maximum and minimum allocation of parking spaces for the arena are:

- When an arena event is the only event taking place at the Etihad Campus, up to 3,000 parking spaces will be available to the proposed arena; and
- When an arena event runs in parallel with an event at the Etihad Stadium, up to 500 spaces are expected to be made available to the proposed arena.

Car parking spaces for visitors associated with the proposed arena are expected to be made available primarily on a pre-booked basis. Inherent flexibility in the football calendar means that spaces will not usually be released for pre-booking until shortly before an event. Electronic messaging from point of ticket sale will promote other travel options, which should help to encourage people to travel by sustainable modes.

6.5.2 Coach Parking

Provision for coach parking is provided within the car parking areas on Campus. Spaces are provided on a flexible basis depending on the requirements of each event day.

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6.5.3 Cycle Parking

The Etihad Campus currently, has a total of 284 cycle parking spaces (in the form of 142 Sheffield Stands) at various locations around the Campus.

It is proposed to provide 240 additional covered cycle parking spaces as part of the proposed development. In line with the Campus strategy, these cycle parking facilities are expected to be installed in locations where cycle routes enter the Campus. The use of the cycle parking will be monitored as part of the proposed arena Travel Plan to ensure that sufficient cycle parking is provided and should there be a demand for additional cycle parking, this will be provided where appropriate.

6.6. Staff

It is anticipated that up to 770 'arena staff' will be required on site for full capacity events, and these will be a mixture of full-time, part-time, temporary and contract staff covering all aspects of the arena operation. The tables below show the arrival and departure profiles respectively of arena staff during event days.

Staff Arrival Profile

Staff Type	Time Period						
	06:00 – 10:00	10:00 – 12:00	12:00 – 14:00	15:00	16:00	17:00	Total
Stewards/ Security	10	10	20	50	150	130	370
Cleaners	6	8	10	10	-	-	34
F&B	25	25	25	75	90	100	340
Other (Facilities, Tech, Ops, etc.)	10	10	5	-	-	-	25
Total	**51**	**53**	**60**	**135**	**240**	**230**	**769**

Staff Departure Profile

Staff type	Time Period						
	20:00 – 22:00	22:30	23:00	00:00	01:00	02:00 – 03:00	Total
Stewards/ Security	20	40	270	20	10	10	370
Cleaners	-	-	34	-	-	-	34
F&B	75	75	90	60	40	-	340
Other (Facilities, Tech, Ops, etc.)	-	-	15	5	-	5	25
Total	**95**	**115**	**409**	**85**	**50**	**15**	**769**

On non-event days at the arena, it is expected that there will be up to 70 staff on-site.

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6.7. Guests / Visitors

A package of transport mitigation measures are proposed for the OVG Manchester arena and for the Campus. These measures are aimed at promoting sustainable travel and reducing the car mode share of visitors. In particular there is a firm commitment to deliver physical amendments to the resident parking scheme surrounding the Etihad Campus, such that it is able to operate on all days and across an expanded geographic area. It is proposed that the resident car parking scheme will operate seven days a week, at hours which will include evening event times, to ensure that residents are protected in terms of amenity. There is a commitment, independently of the Council or residents, to underwrite the initial cost of provision and the cost of ongoing operations.

It is felt that the implementation of the parking scheme and other sustainable transport mitigation measures can deliver a reduced car mode share for visitors to the arena. Thus, it is suggested that the car mode share for future arena visitors could be some 12-15% lower on opening than that which is currently recorded at the Etihad Stadium, assuming the parking scheme and travel planning measures are implemented. It is expected that the 12% mode share figure would be more likely observed on a weekday event, when more people travel from work prior to the event / have work the following day; whereas the 15% mode share would more likely be observed at the weekend, when people's time is less constrained. This reduction in mode share is seen as an initial change, but a further downward shift could also occur as improvements are made to public transport, walking and cycling infrastructure across the city and the downward trend in car ownership and use.

The derived baseline mode splits for weekday and weekend events are shown in the table below and have been used to represent the spectator mode split for the arena. In addition, a future arena mode split for spectators has been suggested based on the proposed mitigation measures as discussed previously in this section. A detailed description of the mitigation measures is described in Chapter 8 of the Transport Assessment.

Mode	Weekday		Weekend	
	Baseline	Future	Baseline	Future
Car (driver and passengers)	57.40%	45.50%	54.90%	40.00%
Drop off	2.00%	2.50%	3.10%	4.00%
Motorbike	0.10%	0.10%	0.00%	0.00%
Bicycle	0.10%	0.10%	0.10%	0.20%
Walk	1.40%	1.80%	0.80%	1.00%
Taxi	4.90%	6.50%	1.10%	1.50%
Train and Walk	5.10%	6.50%	7.60%	10.00%
Train and other mode	7.00%	9.00%	8.70%	11.50%
Bus	3.20%	4.00%	3.50%	5.00%
Metrolink	13.70%	17.50%	14.00%	18.50%
Coach	5.10%	6.50%	6.20%	8.30%
Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**

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6.8. Mitigation Measures

6.8.1 Walking & Cycling Route Improvements

The promotion of walking routes are a key strategy to ensure the reduction of parking at the arena. Walking routes will be improved as detailed below but staff will also be deployed along the way on certain events to help with safeguarding and provide customers with information as required. The need for and extent of stewarding and management along the route, will typically be evaluated on an event by event basis and will also be informed by experience obtained during an initial 3 month period, where stewarding will be in place for all events.

Improvements are proposed to existing walking route(s) between the City Centre (Great Ancoats Street) and the Etihad Campus (subject to relevant approvals) as outlined below:

Ashton New Road Route

- Use paint, graphics and lighting on lamp posts to create markers which clearly designate routes, give information about walking distances and incentivise active travel.
- Locally reconfigure pavement / lane relationship at current pavement 'pinch point' adjacent to the existing railway bridge.
- Reinforce walking route markings and declutter the area where the route crosses Metrolink tracks.
- Install signage at Great Ancoats Street to better signal walking and cycling routes between the city centre and the Etihad Campus.
- Enhance greenery and planting; trim back low branches on trees along route to improve visibility below tree canopies. Actively support future maintenance in conjunction with relevant stakeholders.

City Link Route

- Use paint, graphics and lighting on lamp posts to create markers which clearly designate routes, give information about walking distances and incentivise active travel.
- Install signage at Ashton New Road to better signal walking and cycling routes between the city centre and the Etihad Campus.
- Install localised fencing, as necessary, to close off hiding places adjacent to bridge abutments.
- Local repairs, as necessary, to existing side fences.
- Re-paint existing side fences.
- Art / Lighting improvements where route passes beneath railway bridges.
- Remove scrub / vegetation beneath existing trees to improve sightlines and attractiveness of route. Actively support future maintenance in conjunction with relevant stakeholders.
- Groundcover / wildflower planting beneath trees to improve ecology and attractiveness of route.
- In consultation with TfGM, agree and implement a scheme of modifications to the existing Metrolink barriers on edge of City Square in order to visually open up City Link entrance from Campus.

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Ashton Canal Towpath Route

- Install cycle wheeling channel to side of existing steps between Joe Mercer Way and towpath in order to facilitate cycle accessibility.
- Use paint, graphics and lighting on lamp posts to create markers which clearly designate routes, give information about walking distances and incentivise active travel.
- Install signage at Great Ancoats Street to better signal walking and cycling routes between the city centre and the Etihad Campus.
- Cut back scrub / vegetation at strategic points to improve sightlines and attractiveness of route. Actively support future maintenance in conjunction with relevant stakeholders.
- Art / Lighting improvements where route passes beneath bridges.

6.8.2 Cycle Parking Improvements

In accordance with the overall Etihad Campus strategy, the installation of 240 covered cycle spaces, to supplement the existing spaces in the campus, in line with the campus strategy. The cycle parking facilities are expected to be installed in locations where cycle routes enter the campus.

6.8.3 Campus Access/ Egress Improvements

To assist with the relief of congestion before and after events, a series of measures will be installed on the Campus. These include the following:

- Managed access and egress arrangements for arena event day car parking which will support reduced congestion locally.
- Permanent physical changes to access and egress offering improved options for all Campus users (not just arena users).

The proposed measures are described on the following points:

- Modifications to the existing junction to the far north of the site (Gate 1 junction with Alan Turing Way), to allow left-in left-out traffic movements, improved cycle facility and a dedicated widened pedestrian provision, together with dedicated route for service vehicle access and car access and egress. (Drawing ref: BRA-BHE-XX-XX-DR-C-0230)
- New emergency vehicle access from Alan Turing Way including localised modifications to existing pedestrian footway and access to the canal, to allow emergency vehicle to cross the footway and cycleway in the event of an emergency. (Drawing ref: BRA-BHE-XX-XX-DR-C-0240)
- The widening of footways along Sportcity Way to the front of the venue by narrowing the existing Sportcity Way carriageway from 4 lanes to 3 lanes. (Drawing Ref: BRA-BHE-XX-XX-DR-C-0210)
- Provision of HVM measures (fixed bollards, retractable bollards and planters) to protect crowds.

These will allow the Campus access / egress / parking to operate as described above on arena event days. These are permanent interventions. They are designed to allow all existing

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Campus operations to continue as they do at present, but their introduction will offer new operating 'tools' for the wider Campus.

6.9. Operational Transport Interventions

6.9.1 Arena Travel Plan

A range of supporting operational interventions have been identified which reflect best practice and will include the use of innovative technological and digital platforms. These will proactively promote advanced planning and direct intervention in travel behaviour for visitors and play a significant role in supporting and amplifying the benefits to be gained from the physical measures described previously. They would be targeted at event attendees, starting from the point of ticket-purchase to influence travel behaviour towards specific modes depending upon the specific event and the individual needs and circumstances of the visitor. This would include the provision of live transport information within the arena, which alongside the arena's potential pre and post event catering offer will encourage a more staggered egress. Where practical, this live travel information will also include the use of intelligent parking solutions where visitors are parked according to their direction of travel, in order to minimise congestion on entry and exit.

Travel Plans are an established way to promote and support sustainable travel at the site. The Arena Travel Plan submitted with the planning application as a standalone planning document provides an outline of sustainable travel measures tailored to the use of the Site along with a plan for implementing and monitoring these measures.

It includes targets to increase sustainable modes such as cycling and walking over the 5-year timeframe of the Travel Plan on event and non-event days respectively.

6.9.2 Walking and Cycling Promotion

Use of walking and cycling routes between the City Centre and the Etihad Campus will be facilitated through stewarding and management along the routes. The need for and extent of stewarding and management will typically be evaluated on an event by event basis and will also be informed by experience obtained during an initial 3-month period, where stewarding will be in place for all events.

6.9.3 Park & Ride Promotion

Park and ride options that are available locally and across Greater Manchester and are operating during the event hours will be promoted.

6.9.4 Metrolink Promotion

Collaboration with TfGM will be established to plan and promote enhanced Metrolink services on event days (subject to demand) before and after events, in the same way as currently operates on Stadium Event days.

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6.9.5 Shuttle Bus Promotion

Shuttle bus services will be provided between the Etihad Campus and the City Centre. Working in consultation with TfGM, the intention is to provide shuttle-bus services between the Etihad Campus and the City Centre, in the same way as currently operates on Stadium Event days.

6.9.6 Marshalling

Marshalling dedicated coach, taxi/private hire and private car pick up and drop off facilities, will be facilitated to ensure that these operations can be managed effectively and efficiently without adverse effects on other modes. Marshalling would be provided, as appropriate, to ensure that these are well used and well managed.

6.9.7 Coincident Events

On occasions when arena events coincide with stadium events, or other significant events at the Campus the following operational measures are proposed to be implemented:

- Operate a comprehensive and targeted communication strategy to encourage attendees to use sustainable transport modes to access the Etihad Campus including:
    - advising that there is a match and an event on the same day and promoting a range of travel demand management options (i.e. 're-route', 're-mode' and 're-time' journeys);
    - encourage visitors to re-route', 're-mode' and 're-time' journeys (e.g. encourage early arrivals including the use of possible incentive offers);
    - advising that, unless pre-booked, no parking is available on-site or in the vicinity of the Etihad Campus and that there is a resident parking scheme in operation;
    - pre-booked parking (which will be limited to 500 spaces for coincident events) will not be released until shortly before event date – prior to release, visitors will be encouraged to book alternative sustainable travel arrangements in advance.
- Work with other Campus organisations, as part of an operational plan to minimise overlap between arrival and departure of events. There will be an opportunity to adjust stage times at the arena to achieve this and a strategy to advise attendees of these changes in advance to influence arrival times;
- A 'special event operational plan', when appropriate, to deliver enhanced levels of public transport capacity between the City Centre and the Etihad Campus. This would be delivered in collaboration with TfGM to ensure that every possible Metrolink service was operated by a double-unit with the frequency and the duration of shuttle-bus services arranged with operators to capture any remaining expected demand;
- When appropriate, arrange frequent demand-led bus-based park and ride/shuttle buses, to the City Centre and potentially to other public transport interchanges such as Central Park Metrolink stop (providing connectivity to the Oldham line and Park and Ride facility at Hollinwood) and Queens Road Metrolink stop (providing connectivity to the Bury line and further Park and Ride facilities);

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Work with partners, including TfGM, to encourage integrated ticket packages that include sustainable and public transport travel.

6.10. Travel Plan

A Travel Plan has been prepared by Buro Happold on behalf of OVG as part of the planning application.

A Travel Plan is a long-term management strategy, which encourages sustainable travel for new and existing developments. The key aim is to inform employees and visitors at the Site of travel alternatives to that of the car, particularly Single Occupancy Vehicle (SOV) trips, by promoting active travel and other sustainable travel modes with a view to creating sustainable communities consistent with the overarching aims of the National Planning Policy Framework (NPPF).

A summary of the key elements of that plan are outlined below.

- A Travel Plan Coordinator (TPC) will be appointed who will be responsible for the management and maintenance of the Travel Plan
- The TPC will responsible for:
    - Highlighting the objectives and philosophy of the Travel Plan to employees/spectators as well as obtaining and maintaining commitment and support from senior managers within the organisation;
    - Acting as a point of contact for all employees and spectators requiring information as well as for exchanging ideas and best practice with MCC/TfGM;
    - Designing and implementing effective site-wide measures and initiatives to encourage employees and visitors to use more sustainable means of transport;
    - Marketing and publicity of all travel information and Travel Plan initiatives at the Site in discussion with OVG and other key stakeholders;
    - The production of the Travel Information Pack that will be prepared three months prior to opening. The TPC will ensure that it is given to all employees prior to occupation at the Site;
    - A quarterly Travel Plan Newsletter will be prepared by the TPC for distribution to all employees providing information on updates and progress in relation to the Travel Plan, any sustainable travel events coming up or incentives being offered;
    - Agree a standardised Travel Survey questionnaire format with MCC/TfGM and devise possible incentives for employees/spectators to complete and return their questionnaires; and
    - Collation of all the Travel Survey information and discuss/agree any measures/initiatives/targets; and
    - Producing annual monitoring reports for submission to MCC/TfGM
- OVG will establish a Transport Management Group with key stakeholders including MCC, TfGM, the Police, local public transport operators and other TPCs in the area (including Manchester City Football Club) to help develop ideas, overcome barriers and share best practice with regard to sustainable travel at Etihad Campus and in relation to this Arena Travel Plan;

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- Promote walking and cycling, as detailed in Section 6.9;
- OVG are committed to adopting a Local Labour Agreement aimed at employing a significant proportion of the workforce from within the local area and ensuring that local communities have first and priority access to employment opportunities. This initiative will seek to promote walking and cycling as a natural travel choice for employees from the local area;
- OVG will periodically offer incentives to employees to promote cycling such as loans, discounts and vouchers towards the cost of purchasing a bicycle and/or bicycle equipment;
- The TPC will also investigate discounts/special deals for employees with local cycle retailers for the purchase of bikes, equipment and clothing;
- Raise awareness of the sustainable travel initiatives being implemented through the Travel Plan;
- Measures to promote public transport, park and ride, car sharing and coach travel
- Travel Survey information will be included in a Monitoring Report (also known as a Progress Report), which will be prepared annually and submitted to the MCC/TfGM for consideration;
- Employee targets for event and non-event days are as follows, that are subject to review once the baseline travels surveys have been completed:

Employee (Interim) Mode Split Targets on Event Days (Circa 770 employees)

Target	Baseline (Interim) Year 0	Target Modal Split		
		Year 1	Year 3	Year 5
Reduce SOV car trips by 18% *	28% *	**22%**	**16%**	**10%**
Increase Walking by 10%	11%	**14%**	**16%**	**21%**
Increase Cycling by 13%	2%	**6%**	**9%**	**15%**
Reduce Public Transport use by 5%	38%	**36%**	**35%**	**33%**

** subject to baseline travel survey results (SOV car trips and car share trips will be obtained separately)*

Table 6.1 Employee (Interim) Mode Split Targets on Non-Event Days (Up to 70 employees)

Target	Baseline (Interim) Year 0	Target Modal Split		
		Year 1	Year 3	Year 5
Reduce SOV car mode by 40% *	69% *	**57%**	**46%**	**29%**
Increase Walking by 20%	0%	**10%**	**15%**	**20%**
Increase Cycling by 20%	1%	**5%**	**7%**	**21%**

** subject to baseline travel survey results (SOV car trips and car share trips will be obtained separately)*

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7.0 Licensing Objectives

The arena operations team will prepare a library of Standard Operating Procedures (SOPs) that will deal with all elements of the operation and used as key training tools for the relevant members of staff. The SOPs will range from opening doors, managing the arena bowl and ejections to egress, to name a few. Upholding the licencing objectives is a key element to the arena operation and there will be detailed and tested plans in place for each of the following:

- The prevention of crime and disorder
- Public safety,
- The prevention of public nuisance
- The protection of children from harm

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8.0 Communicating with the local community

On top of the All Access Group, OVG plans to maintain open communication with the local community throughout the construction and operational phases of the project. There will be open days, access to tickets and a direct phone and email address to make contact with.

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