

Property Alliance Group /
Starwood Capital Group
Renaissance Site
Padel Courts

Operational Management Plan



Overview

The objective of this report is to set out the arrangements for the operational management and maintenance of the proposed two court padel facility on the site of the proposed Premier House within the wider Renaissance development. The site will be operated and maintained by **Deansgate SOF OfficeCo**

The report will detail how the site will be operated and how quality of service will be maintained for customers throughout the life of the scheme. The effective management and operation of the site will be crucial to its success and provide an important point of diversification within the wider mixed-use Renaissance development

The importance of well thought out design cannot be overstated, as all too often consideration for the management process is inadequate, which in turn leads to an unsatisfactory result for all parties. The importance of placemaking and stewardship must also not be underestimated when assessing the suitability of a development and its strategy.

Treehouse Hotel guests, No.1 Cathedral Square residents and the wider Manchester city centre population are expected to feel more engaged and part of a wider community through having access to a new and inclusive sporting facility, which will help support the Government's goals of getting more people active and increasing participation in grass roots level sport. The design of the scheme has been reviewed, and the report prepared, based on the experience and knowledge of schemes of a similar nature across the UK, as well accepted industry best practice.

Contents

1.0 Introduction

2.0 Staffing Levels

3.0 Refuse and Servicing Strategy

4.0 Car parking and cycle parking

5.0 Access arrangements and security

6.0 Cleaning, repair and maintenance

7.0 User management and ongoing engagement

8.0 Other site management specifics

9.0 Conclusion

1.0 Introduction

This report is prepared by **Deansgate SOF Alliance OfficeCo** with respect to a planning application for the erection of two padel courts and associated infrastructure on a temporary basis within the residential-led, mixed use development as part of the wider Renaissance development.

The temporary site is 975sqm in size and located on the Renaissance site between Deansgate and Blackfriars Street.

The proposals include the following elements for which full planning permission is sought:

- Erection of two covered padel courts (10m x 20m each, totalling 400sqm floor area)
- Installation of a kiosk for food, beverage, storage and administrative purposes (14.6sqm)
- Installation of a toilet and changing facilities (7.4sqm)
- A viewing area will be included within the scheme
- The site will not be accessible via vehicle but will provide 6 cycle spaces for cycle access

2.0 Staffing Levels

The site will be manned during opening hours (7am-6pm) to ensure efficient operation of the site (managing court changeovers, handing out rental equipment, dealing with ad hoc queries and requests, etc.) and appropriate health and safety management and unmanned during the hours of 6pm to 10pm.

Administrative / operational tasks (equipment rental, taking payments, etc.) will be conducted from a converted shipping container located on site. The size and the positioning of the kiosk is such that constant customer and visitor engagement is achieved, whilst still providing staff with easy access to all administrative 'back of house' facilities located within the unit. In addition, a manned presence offers a high security level and visual deterrent to any unauthorised persons seeking access. The team will form an active part of the scheme and additional duties will include regular cleaning and maintenance, safety inspections and sales. During hours where the site will be unmanned access to the site will be via the pedestrian gate

It is also envisaged that club coaches will be employed to drive interest and engagement for the anticipated growing community of padel enthusiasts. Coaches will host regular group and individual coaching sessions, as well as running events and training camps for schools / children to encourage more engagement across the community.

The management regime will co-ordinate the staff across the site and will appoint a general manager to assist with scheduling and operations to ensure that the site operates efficiently and uses resources in a way that best suits an individual's needs and skillset, whilst maintaining high levels of customer service and delivery across the site.

The site has been designed with ample space and facilities to accommodate a site team capable of delivering a first-class service, with customers benefiting from a permanent staff presence to help foster a strong connection between customers and the management team and help engender a sense of community across the development.

3.0 Refuge and servicing strategy

Refuge Strategy Overview

The site has been designed such that each court will have two bins located at each entrance, as well as a further two bins within the public realm. Bins will be split into recyclable and non recyclable waste and their proximity across the site will promote effective waste disposal and avoid lengthy movement of waste across the development, which can often hinder recycling initiatives. The strategy proposed will enable users to segregate and dispose of waste in a reasonable and sustainable way to minimise the environmental impact of the site.

Refuge Collection

Refuge will be shared with the Treehouse Hotel, therefore a private contractor will be engaged to dispose of waste appropriate and ensure safe operating procedures. The site team will ensure that the waste is placed in designated points within the hotel service yard. Once emptied bins will be returned to their position on-site for reuse.

Servicing Strategy

The padel will share and utilise the hotel service yard, which was always the intended servicing strategy for the planned office development. Access will be provided via the padel courts into the service yard where refuse will be collected in accordance with the hotel waste strategy.

Recycling

Recycling is an integral element of Waste Management and is increasingly important to a wider range of stakeholders. It is important that at design stage this concern is addressed in any new proposed scheme to allow users to engage in a meaningful and responsible regime. The padel facility will provide all the correct infrastructure to recycle all streams of waste in accordance with Manchester City Council guidelines.

4.0 Car Parking and Cycle Parking

Car Parking

There will be no vehicle access to the site, with all users encouraged where possible to access the site via more sustainable means. For those users who will need to use a car to access the site, there is ample car parking provided with a number of disabled bays within the Your Parking Spaces bays located on Blackfriars Street.

Cycle Parking

Cycling is increasingly recognised for the contribution it can make as a sustainable and healthy form of transport for trips within large cities. It is particularly important that adequate provisions are made in large residential developments to make the choice to cycle a more convenient one for residents. As part of this application it is proposed to include 6 secure cycle spaces on site to maximise the scheme's contribution to reducing emissions associated with accessing the site. A 1:1 provision for cycling spaces has been proposed for the development. The cycle stores are within secure rooms and will be well lit, maintained and monitored (including CCTV coverage relayed back to the Management Suites) to deter any anti-social behaviour. Adequate cycle storage is crucial within residential developments to discourage bikes from being kept within apartments due to the issues associated with fire safety and cleanliness. The process of gaining access will be communicated to all residents by the management team.

5.0 Access arrangements and security

Site Management

There will be one entrance to the site via a pedestrian gate located in the South of the site on Blackfriars Street. The remainder of the site will be enclosed by 2.4m high wooden hoarding to provide security and separation from the surrounding highway, adjoining sites and the construction site for No.1 Cathedral Square to the South. The pedestrian gate will be open during site operating hours to allow access to the public, with staff on site at all times to ensure safety and security. When the site is closed the gate will be shut and locked to prevent unauthorised access. Anti-social behaviour will be monitored and managed and operating procedures updated as required.

CCTV

Discrete CCTV will be in operation across the development and signage will be displayed in prominent locations. A Privacy Impact Assessment will be carried out to ensure that the scheme is proportionate, and this will be supported by an annual review of the system. Appropriate signage will be displayed for benefit of residents, public and visitors and to deter anti-social behaviour.

Pedestrian Access

The design of the site and inclusion of a viewing area necessitates a member of staff to be present at all times to operate as a natural line of security and deter any individuals who would seek to enter and partake in anti-social behaviour. The site is designed to encourage wider community participation than those who are playing padel at a particular moment, hence the approach to site management and security has been designed to give the development a naturally high level of security whilst still ensuring an inviting and friendly experience for users.

6.0 Cleaning, repair and maintenance

Cleaning and tidying of site

Sufficient refuse points and regular collections will be provided to encourage the highest standard of cleanliness on site and avoid a build up of waste. On-site staff will be responsible for ensuring that the playing areas and public realm are free from litter or debris that could provide a hazard or look unsightly. The site will have a temporary water connection which will allow for the site to be hosed down as required, and external cleaning will be carried out as required, being monitored by the site team for adequacy.

Maintenance

The site-based management team will be required to carry out a weekly visual inspection of the hard surface and playing areas recording any maintenance and/or safety concerns. Weekly inspections will be recorded and kept on site for audit purposes. Where issues are identified during an inspection these will be dealt with by the management team to ensure that the areas remain useable and safe. Where repair works are required, an appointed contractor will be responsible for ensuring the work is carried out in a safe manner avoiding risks to the health and safety of employees, users of the site and the general public. A site-specific risk assessment for work will be submitted prior to commencement. In general, an inspection regime and maintenance program will be in place to ensure the ongoing upkeep of this site. The site team will ensure that regular litter picks are carried out and an appropriate hard and soft landscaping regime will be in place to ensure that the area is kept in good condition. To ensure both quality of workmanship and safety of the public only suitably qualified and competent contractors will be engaged having due regard for the size and nature of the work being undertaken.

7.0 User management and ongoing engagement

The users of the site are likely to include players and guardians, as well as other members of the general public intrigued by the sport who will use the communal areas and F&B offering.

Users of the site will have access to the two playing areas and the communal areas which will include benches and seating to encourage dwell time and a WC for convenience of use. The communal areas will provide a focal social point for the site and provide an opportunity for users to meet and engage as part of a community.

The management regime will include:

- Risk assessment and emergency protocols
- Regular checks of site and equipment
- Monitored access
- CCTV monitoring
- Clearly displayed rules for the site, including opening hours and safety procedures

Regular engagement will be undertaken with those users who have provided their details and wish to be contacted regarding the latest news and offerings. This engagement is expected to encourage participation across the community of users and encourage higher engagement levels from a wide range of participants. There will be a regular newsletter to keep users informed of news/events and any health, safety and maintenance bulletins

8.0 Other site management specifics

Hours of operation for the site will be 7am – 10pm 7 days a week (apart from Christmas Day)

Padel is played in doubles hence when all courts are in use there may be up to 8 players on court at any one time. Given this relatively low footfall and the inclusion of a spacious communal area on site it is unlikely that there would ever be queues outside the premises. If, on rare occasions, a queue management system is required the following policy will be adhered to:

- Appropriate signage which displays conditions of entry. This will be clearly and legibly displayed.
- Appropriate numbers of staff on hand to steward the queue
- Rope and post will be used to control the queue and ensure it is not impacting traffic flow outside the site

Given the constant turnover of individuals passing through the site (booking slots typically last one hour then there will be a court changeover), dispersal from the site is expected to be via steady flow of small groups throughout the day. There will be a strict no smoking policy across the site and staff will not be allowed to smoke within the locality of the facility. A music policy will be developed to ensure all music is played at an appropriate volume given the context and setting of the scheme.

Outside seating will be provided within the public realm and management will implement an appropriate outside seating strategy which will be submitted to the Local Planning Authority for approval.

A small concession will be provided on site to provide food and beverage, as well as equipment hire and sales of the products of approved partners. Any additional licencing requirements will be submitted to the relevant granting authority before operation on site.

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A small concession will be provided on site to provide equipment hire and sales of the products by approved partners. In addition, cold and hot drinks as well as baked goods will also be sold by an approved partner.

8.0 Other site management specifics

On-site staff will conduct daily safety checks of the playing areas and public area to ensure that all areas are clear and safe for use. The teams will also conduct period inspections throughout the day. A health and safety plan is in place which provides, amongst other items:

- Procedures for maintenance of an accident logbook and reporting procedures for any serious accidents
- Emergency procedures for 999 calls and access
- A commitment to the training of employees in evacuation protocols
- A register of appointed and qualified first aiders and the location of a suitable and well stocked first aid kit

9.0 Conclusion

We feel that the scheme proposal will be well placed to deliver a valuable community asset for the people of Manchester and will further add to the generation of the immediate vicinity. The strategy and design anticipate and account for the operational needs of the management team and will ensure that a robust service is delivered to all users on site.