

North Stand Development

Operating Schedule and Event Management Plan

April 2023

## 1.0 Introduction

The Operating Schedule and Event Management Plan for the Etihad Stadium and neighbouring buildings is a live document. The team seeks to continuously improve operational management, with the Plan being regularly reviewed and refreshed to achieve this ambition.

The Event Management Plan associated with major events held at the Etihad Stadium has been developed and refined over many years. The number and nature of major events at the Stadium is not changed by this development, so the Event Management Plan, for the most part, will not be impacted by the new development. The proposals do however bring new uses into the mix, which will be managed alongside the event. These bring more everyday facilities to the Campus, which should help to reinforce the sense of place and allow the Campus to function smoothly between events. On event days, these facilities will bring a proportion of fans to the Campus earlier and in some cases leave later than they might currently do. The covered square creates a dry sociable environment to meet friends and enjoy food, drink and activities before and after events. This will extend dwell times for many visitors, helping to ease peak transport periods, but will require extended management operations on Campus.

North Stand will increase the capacity of the Stadium within limits already set by the 2014 planning permission (permission ref. 104315/FO/2013/N2 – 62,170 capacity).

Football matches at the Etihad Stadium will be of no greater frequency than currently i.e. Premier League games; Champions League games; EFL Cup games. In addition, a small number of non-football events are held at the Etihad Stadium in the closed season e.g. Coldplay playing 4 concerts in May/June 2023. These are governed by license which limits the number of concerts at the Etihad Stadium each year. The Stadium Concerts can only take place within a short window during the closed football season.

Additionally, at the wider Etihad Campus, Manchester City Women play home games at the CFA Arena. These will be unaffected by the proposals.

Other Campus venues will also be unaffected in terms of frequency of events e.g. at the Manchester Regional Athletics Arena; National Cycling Centre; National Squash Centre; Manchester Tennis and Football Centre, events will continue throughout construction and after completion of the proposals, with full access and egress maintained.

Co-op Live is anticipated to host around 120-150 events per year. An Event Management Plan was prepared in support of the planning application for Co-op Live, which forms a condition of that planning permission. In addition, planning condition 13 states that “The arena capacity hereby approved shall not be used by more than 23,500 spectators at any time and there shall be no more than 15 arena events per year which take place at the same time as events at the Etihad Stadium (of which no more than 5 would coincide with the evening peak).”

The new City Square fan zone will provide covered dwell space for fans before/after games. Currently fans use the existing City Square for pre and post match socialising,

but it is largely uncovered and so is not extensively used over extended periods. The new City Square will be open on match days, potentially as a ticketed fan space. On non-match days, City Square will be open to the general public who will be able to access the Food and Beverage offering around City Square as part of a wider Campus experience.

## **2.0 Integration with Etihad Campus**

### **2.1 Existing collaboration**

The Etihad Stadium has worked collaboratively with other facilities at the Etihad Campus for many years. A Campus Events Schedule is maintained by the Estate Team and circulated widely each time it is adjusted. Before every major event, a planning meeting is held with all Campus Stakeholders, to agree the operational plan and pick up anything unusual, so all parties can influence and understand planned operational plans for the event.

As an example of this collaboration and in readiness for Co-op Live (currently under construction) commencing operation at the Etihad Campus, the Campus Stakeholders have jointly developed a Campus Security Strategy, which has been approved by the Campus Management Company and defines a series of standard operating modes for the Etihad Campus, according to the combination of events on a particular day. The Campus Events Schedule will publish the operating mode for each day at the Campus, in accordance with this Strategy.

### **2.2 Co-op Live**

The existing collaborative planning arrangements will continue once Co-op Live (currently under construction) becomes operational. Campus Stakeholders have recently agreed a Campus Security Strategy, based on seven 'modes' of operation which pick up all possible combinations of events across the Campus. On this basis, the Stakeholders are now further developing the existing Campus Events Schedule, so it can include Co-op Live events and identify, for all, the mode of operation on a particular date given the combination of events.

A Scheduling Protocol Agreement between Manchester City Council (as owners of the Football and Tennis Centre, Manchester Regional Arena and National Squash Centre), Manchester City Football Club, Eastlands Arena Limited (the owners of Co-op Live), and Sports City Management Company is being developed by the parties which requires collaboration between all parties.

Sports City Management Company will work with all Estate Tenants to plan and maintain an up-to-date Campus Events Schedule.

Sports City Management Company shall be responsible for developing the Campus Event Operations Management Plan relating to the Estate, which shall include the Campus Parking Strategy.

Each Estate Tenant shall be responsible for developing its own Venue Operations Plan (in consultation with Sports City Management Company). The Venue Operations Plans will set out any transport mitigation strategies for coinciding Events.

### **2.3 Management Company**

In preparation for Co-op Live joining the Campus, a developed governance structure has been established jointly by the Campus Stakeholders. A formal management company structure has been formed, with a board which includes directors from each of the three Campus Stakeholders (Manchester City Council, Manchester City Football Club and Co-op Live). These stakeholders have jointly developed a suite of legal campus agreements and are now developing joint strategies for the operational management of security, parking etc. Plans are under way to establish a joint Campus Management Suite, which will monitor estate wide CCTV and act as a 'hub' for all stakeholders, especially on days when the Campus hosts multiple events at different venues. It will also offer visitors to the Campus a natural place to seek advice and help if property or children are lost.

### **2.4 Planned arrangements during construction and after construction**

The North Stand development has been designed to maintain good, appropriately sized, circulation routes for crowds in all required directions. Pedestrian circulation, queue zones and areas for socialising are separated into different spaces in the external plan, with level thresholds between these spaces allowing them to 'flex' during busy times.

The North Stand development looks further than the building forms, considering how it can best coordinate with and improve the area surrounding it.

The principles of clear pedestrian circulation routes, established with the existing Joe Mercer Way, are continued from the end of Joe Mercer Way around both sides of the new development, ultimately linking back to the circular circulation around the Stadium.

The route around the eastern edge of the development is arranged to allow logical extensions into future development at the appropriate time.

The route around the western edge of the development is arranged to allow appropriate width for circulation at all times. During construction, a temporary pedestrian platform will extend over adjacent land to maintain circulation whilst facilitating working space for the contractor. On completion however, full circulation will be achieved with features in the adjacent land reinstated as they currently exist.

The Metrolink stops currently experience very different demand. The stop which takes visitors back towards the city centre after events often experiences queues, which can currently back up into areas designed for circulation and socialising. The proposed North Stand development therefore orientates the hotel such that it creates significantly more open space in this part of the Campus, to allow circulation, queuing and socialising spaces to co-exist side by side. Indeed, the increase in space to this part of the Campus would begin immediately. With agreement from TfGM, the proposals actually create additional net queue zones to this stop in the period during the construction phase when the hoarding is still in place. The area also links directly to the public realm being delivered by the Co-op Live project which links to Forge Lane Bridge. The proposals will therefore mean this part of the Campus will be much more accessible and 'joined up' than currently, with operational improvements beginning as construction commences.

It is important that visitors to any of the facilities and venues at the Campus do not feel like their experience has been compromised by the presence of a construction

site at the north end of the Stadium. A fixed hoarding line, which can be dressed with quality graphics, has therefore been developed to establish wide routes of appropriate quality for pedestrian circulation from the start of the project until completion. A process has been agreed with Building Control such that these routes are crowd modelled by GHD Movement Strategies, with input data and modelling results independently verified by Prof. Keith Still of Crowd Risk Analysis Limited. Once both parties are satisfied, the data and modelling will be submitted to Building Control for approval, prior to the hoarding line being erected.

## **3.0 Event Activities**

### **3.1 Operating Hours**

The Stadium will continue to operate the same hours for an event as it does currently. Additional supporting uses in the proposals will however start to create a real 'sense of place' for the Campus, activating ground floor spaces every day and providing visitors and the local community a reason to visit the Campus outside of core event times.

The following opening times are envisaged for the various use classes in the proposals:

|                         |                                                                                                                                                                                                                                                          |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stadium:                | Existing opening hours around events                                                                                                                                                                                                                     |
| City Hall Events Space: | Events expected 7 days a week                                                                                                                                                                                                                            |
| Hotel:                  | 24 hours, 7 days a week (access control during overnight Campus lockdown)                                                                                                                                                                                |
| Workspace:              | 24 hours, 7 days a week access for tenants (access control during overnight Campus lockdown)                                                                                                                                                             |
| Shop:                   | Mon-Sat 9.00am-8.00pm, Sun 10.00am-4.00pm,                                                                                                                                                                                                               |
| Museum:                 | 8.30am to 8.00pm with occasional evening events that will go on until midnight, 7 days a week                                                                                                                                                            |
| Football Experience:    | 9.00am – 2.00am, 7 days a week                                                                                                                                                                                                                           |
| Food & Beverage:        | 7.00am – midnight, 7 days a week                                                                                                                                                                                                                         |
| Covered City Square:    | Open public access at all times that the wider Campus is open. Ticketed events within the Square will be managed by fencing off each end of the Square and routing pedestrians around the outside of the development on permanent crowd-modelled routes. |

### **3.2 Event Configurations**

The various use classes within the North Stand development are designed to co-exist and benefit from each other's presence.

Hotel guests can 'stay local' either side of events they are attending.

Workspace tenants can meet visitors within a special environment, with their staff helping to keep food and beverage spaces busy.

Outside of events, the Campus will benefit from collective activity – an 'afternoon out' at the Campus will become a reality, not just for visitors but also for local people, who will now have facilities on their doorstep for eating, drinking and meeting with friends.

On event days, for all events across the Campus venues, visitors will have choices, they will have somewhere to go during rain, they will have a reason to get to the Campus well ahead of the event start and reasons to stay behind afterwards when it suits them.

The intention therefore is that, for most of the day, most of the development will be open and active. During the bigger events and combinations of events at the Campus, the various uses within the development will help to support the footfall, extend dwell times, thereby helping to relieve peak periods on the transport network as well as offering a diverse and interesting visitor experience.

### **3.3 Operations Manual**

The management and operation of the Stadium is detailed within an Operations Manual. This is a comprehensive, live document that includes details on all elements of the Stadium's operation. Chapter headings include:

1. Emergency Messages
2. Fire procedures
3. Bomb Threat/Suspect Package
4. Damage to Structures
5. Failure of Power Supplies
6. Gas Leaks
7. Failure of Turnstile Counting Mechanism
8. Failure of Access Control System
9. Failure of Closed-Circuit Television System
10. Failure of Public Address System
11. Failure of Life Support and Fire Warning System
12. Failure of Radio Base Station
13. Failure of Command & Control Facilities
14. Crowd Surges/Crushing
15. Pitch Invasion/Pitch Incursion
16. Late Arrivals
17. Lock - Outs
18. Events Called off - Postponed – Abandoned
19. List of Standard Messages by Announcer
20. Serious Crowd Disorder
21. Failure of Ticket Store Equipment
22. Lost Property
23. Lost Persons
24. Failure of Emergency Telephone
25. Stadium Non - Event Emergency procedures
26. Etihad Stadium Major Incident Plan
27. Control of Major Accident Hazards
28. Stadium Evacuation
29. Utilisation Flow Charts
30. Loss of Building Management System
31. Drone operational procedure
32. Failure of Etihad Traffic Bollard system
33. Access Statement
34. Alcohol Management Plan
35. Capacity Calculations Reference Document
36. Winter Gritting Procedure
37. Crowd Disorder and Anti-Social Behavior Plan
38. MCFC Training Record
39. Match Day Risk Assessment
40. Medical Plan

- 41. Medical Needs Assessment
- 42. Persistent Standing Guidance Reference Document
- 43. Group Safeguarding Policy
- 44. Safety Management Structure
- 45. Segregation Strategy
- 46. Steward Deployment
- 47. Ticketing Strategy
- 48. Traffic Management Plan
- 49. Adverse Weather Protocol

This manual will be expanded to include all aspects of operating the additional facilities proposed. Additional controls or operating procedures required on a Stadium event day in the various facilities will be clearly set out.

## **4.0 General Operations**

### **4.1 Cleaning & Waste Management**

An Operational Waste Management Strategy (OWMS) has been prepared by Buro Happold on behalf of Manchester City Football Club (MCFC) in support of the proposed North Stand Manchester development.

MCFC currently undertake a post-match neighbourhood street clean after every match and major event at the Etihad Stadium. This process will continue during construction and on completion of the proposals.

### **4.2 Smoking**

All parts of the proposed development will operate a strict 'no smoking' policy.

### **4.3 Event Management Plan**

The EMP for the Etihad Stadium is established and understood by all, following many years of refinement. The new facilities will be worked into this plan, clearly communicating how each will function and detailing event requirements. The document will be available internally to all staff as well as to key external stakeholders.

### **4.4 Accessibility**

A Design and Access Statement has been prepared by Populous Architects on behalf of Manchester City Football Club (MCFC) in support of the proposed North Stand Manchester development.

## **5.0 Crowd Management**

### **5.1 Introduction**

Crowd management is an important component of Etihad Campus management. The Etihad Stadium and Metrolink have worked closely for many years to accommodate crowds before and after events. This model has since been developed to include Co-op Live and now this extended Etihad Stadium proposal.

All crowd modelling uses data which assumes full capacity at venues. Co-op Live has been designed to operate with a normal egress strategy and then a 'special measures' egress strategy for those occasions when an event at Co-op Live finishes less than 30 minutes after an Etihad Stadium event. Both of these strategies are recognised in the crowd modelling associated with this development.

Careful thought has been given to Metrolink queue zones in these proposals. The Campus can currently experience queues after an event for those visitors wanting to catch trams into the city centre. The buildings have therefore been orientated so as to significantly extend the area available for Metrolink queuing into the city centre from that which is currently available.

## **5.2 Crowd Modelling**

A full crowd modelling exercise was commissioned as part of these proposals. This work was undertaken by GHD Movement Strategies and is submitted with this application. Both the input data for the model and the subsequent modelling results will be independently verified by Professor Keith Still of Crowd Risk Analysis Limited to ensure a robust process.

Improvements to crowd flow plans will continue throughout the planning stages, with further tabletop exercises taking place to ensure there are operational solutions in place for all elements of crowd management.

## **5.3 Ingress**

Manchester City Football Club works, through coordination with all Campus and local transport stakeholders, to ensure that visitors experience a seamless journey from the city centre and transport hubs to the entry points of the Stadium. This coordination will continue during and after construction of these proposals. The existing Stadium bag policy will extend into those components in these proposals which form part of the extended Stadium.

## **5.4 Egress**

All egress routes within these proposals have been designed to work seamlessly into the existing egress strategy for the Etihad Stadium.

## **5.5 Evacuation**

All evacuation routes within these proposals have been designed to work seamlessly into the existing evacuation strategy for the Etihad Stadium.

# **6.0 Transport**

## **6.1 Campus Movement & Transport Strategy**

The Etihad Campus Movement and Transport Strategy was developed in 2020 and shared publicly alongside the planning application for Co-op Live. It is resubmitted 'For Reference Purposes Only' as part of this application. The Strategy considers the scale and all the use classes suggested for the Etihad Campus in the Eastlands Regeneration Framework. It acknowledged and planned for the movement and transport associated with an expanded Etihad Stadium, for hotel and workspace uses, as well as associated food and beverage.

The scale, variety and coincident uses proposed by the North Stand development are therefore entirely consistent with the Etihad Campus Movement and Transport Strategy.

## **6.2 Vehicular Access**

### **Emergency Services**

Emergency services vehicles will enter and exit through existing gates and use existing 'blue routes' to get to all areas of the proposed development and wider Campus.

During construction, a short area between the development and the National Squash Centre will not be accessible by emergency vehicles. Routes are however maintained to both ends of this short section. Blue routes during this period will be agreed with emergency services.

Upon completion, a further entrance to the Campus will be available 24/7. The existing Gate 3 (which is currently locked outside of major events) will be accessible via a controlled gate, operated by the 24 hour Campus Security team. This will therefore offer greater flexibility to attending emergency services.

### **Waste Collection**

An Operational Waste Management Strategy (OWMS) has been prepared by Buro Happold on behalf of Manchester City Football Club (MCFC) in support of the proposed North Stand Manchester development.

### **Hotel Guests (non-event day and event day)**

Hotel guests arriving by taxi or coach will arrive via the proposed access road off Alan Turing Way.

Outside of 'event mode', vehicles will arrive via this new road at the new gate adjacent to the hotel. 24-hour Campus Security will admit them where a designated 'drop off' area will allow guests to gather their luggage and walk straight into the hotel reception. The vehicles will then loop around and exit via the gate and road from which they came.

During 'event mode' vehicles will arrive in the same way, but the gate adjacent to the hotel will be generally remain closed, to ensure crowd safety. Taxis will however be able to loop around in front of the gate and drop visitors off in the purpose-designed taxi drop off area at the side of the road, before leaving the Campus using the access road onto Alan Turing Way again. The personnel gates will be open, allowing hotel guests to wheel their luggage the short distance from this drop off area to the hotel.

Hotel guests arriving in their own car will arrive via the proposed access road off Alan Turing Way. Upon initial arrival, 24-hour Campus Security will admit them through the new gate adjacent to the hotel, so they can drop off luggage and check in. Once checked in, guests will be allowed access through the gates into the car parks either side of the access road.

For the remainder of their stay, guests will be able to come and go 24/7 from the car park in line with the hotel operating procedure for car ingress and egress.

## **6.4 Deliveries and Servicing**

### **Stadium (City Hall etc)**

Deliveries and servicing to the expanded Etihad Stadium will work in the same way as it does currently. Vehicles will enter the Etihad Campus from Rowsley Street at gate 11. Once approved at the security gatehouse, they will use the circular road to navigate around the Stadium, stopping and delivering where necessary, before continuing to gate 7 where they will exit to Ashton New Road. This route is described in more detail in the Design and Access Statement submitted as part of this application.

### **Shop / Museum / Football Experience**

Deliveries and servicing as Stadium

### **Workspace**

Deliveries and servicing as Stadium

### **Hotel**

Deliveries and servicing to the hotel will be via the proposed access road. Vehicles will enter the Etihad Campus from Alan Turing Way at gate 3. Once approved at the secure gate near the hotel, they will use the dedicated service area to the east of the hotel to make deliveries as necessary, before turning back to the secure gate and continuing back out to Alan Turing Way. This route is described in more detail in the Design and Access Statement submitted as part of this application.

### **Food & Beverage Units**

Deliveries and servicing to the various food and beverage units will be either as the Stadium above or as the Hotel above, to suit location.

## **6.5 On Site Facilities**

### **Car Parking**

Car parking provision is not proposed to change across the Campus as a result of the North Stand development.

Hotel guests will use the shared car parks at the Campus. Up to 150 parking spaces have been allocated for hotel use in the overall car park plan.

### **Coach Parking**

The hotel will manage its car park allocation according to its mix of guests at any time. They are therefore able to use grouped car parking spaces to accommodate coaches if required.

If coaches arriving at the hotel are carrying guests associated with a visit to an event at the Stadium / Co-op Live, then there will also be coach arrangements within the parking allocated for the event at those venues.

### **Cycle Parking**

Cycle parking at the Etihad Campus is located in public areas, for shared use by visitors attending any of the facilities and venues. With spaces currently being installed as part of the Co-op Live project, over 500 spaces are already available on Campus. This project will contribute a further 200 spaces to this

tally, with double height covered racks installed at the edge of 'Grey' car park close to Gate 7.

#### **Staff**

It is anticipated that up to 4,000 'stadium staff' will be required on site for full capacity Stadium events. These will be a mixture of full-time, part-time, temporary and contract staff covering all aspects of the Stadium operation. In addition, we expect that up to 300 staff will be on Campus to operate the hotel, workspace, food and beverage units, shop and museum at any one time. It is likely that most of these staff will be on site seven days a week.

#### **Guests / Visitors**

The existing Etihad Campus Movement and Transport Strategy planned transport movements for scale and use classes described in the Eastlands Strategic Framework. As such, the Campus plan provides for visitors to the expanded Stadium, as well as the hotel, workspace and other uses in these proposals.

### **6.6 Travel Plan**

A Framework Travel Plan has been prepared by Arup on behalf of Manchester City Football Club (MCFC) in support of the proposed North Stand Manchester development.

## **7.0 Communicating with the Local Community**

Manchester City Football Club meets regularly with local community groups and strives to maintain open communication with the local community at all times. This process will continue throughout the construction and operational phases of the project, allowing operational issues and potential nuisance issues to be raised, discussed and resolved.