

Estate Management Strategy

Mayfield

Mayfield, Manchester

June 2022

Estate Management Strategy

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1. The Vision for Mayfield Placemaking

Vision

The vision for Mayfield Placemaking is to create a safe, secure, and welcoming environment for all, within a sustainable management framework.

Mayfield will provide significant areas of green space and blue infrastructure. The primary focus will be given to ensuring that the open space and facilities are available to the community in perpetuity and that satisfactory long-term levels of management and maintenance are guaranteed to sustain and enhance the value of the overall estate to owners and occupiers. Management of the development must promote this long-term stewardship and represent the best interests of the whole community.

Guiding Principles: Place Making

The guiding principles supporting our vision for placemaking are as follows:

1. A park for all.
2. A safe, secure and welcoming environment.
3. An environment enriched with biodiversity, which provides opportunities for recreation and sport.
4. Operated within a sustainable management framework.
5. Fit for purpose.

It is of utmost importance to the long-term reputation of the Park and the Estate, that these guiding principles are considered in every decision. This is a place for all, and one person's enjoyment of Mayfield can never be at the expense of another's.

This Estate Management Strategy will be reviewed and updated throughout the development of Mayfield Estate to ensure that management plans are comprehensive, co-ordinated, and always in support of this stated vision and placemaking strategy, now and in perpetuity.

2. Introduction

Background and Purpose

On 19 December 2016, U+I, Manchester City Council (MCC), Transport for Greater Manchester (TfGM) and London Continental Railways (LCR) signed Joint Venture (JV) documents for the formation of the Mayfield Development Partnership GP (the Partnership). The purpose of the Partnership is to deliver a major mixed-use regeneration of the Mayfield site.

Mayfield Park will be the first area delivered and will be the first major public park created in the city in over 100 years. As a privately owned public park, a robust and well considered Estate Management Strategy (EMS) is essential to create a successful, inviting place that provides a safe and welcoming environment for all, within a sustainable management framework.

The vision of Manchester City Council's Parks Strategy is that 'together, we want our parks to be the soul, lungs and heart of Manchester by providing the conditions for our people, our environment and our city to flourish' (Parks Strategy, p.15). Mayfield Park is entirely supportive of this as we set out to be the soul, lungs and heart of Mayfield.

An illustrative masterplan of the whole Mayfield Estate in the approved Strategic Regeneration Framework (2018), with the Park occupying the central heart of the development, is shown below:



Image 1: Mayfield Development Masterplan in Mayfield SRF (2018)

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It is important to demonstrate to all stakeholders, including the public, that the management of the final scheme has been given due consideration, and in particular that Mayfield Park will remain through the life of the scheme a high-quality 'public' park that is not an overly onerous financial burden for residents and tenants. In addition, this EMS will help inform responsibilities and obligations on future purchasers.

The Estate Management Company (EMC) will be the long-term custodian of Mayfield's new community. The overall objective is to establish a management structure which is sustainable in perpetuity and gives the community a sense of pride and ownership whilst ensuring the structure is legally robust and enshrined in leaseholder's legal documentation.

Mayfield Park

As the first phase of development, this document initially focuses on considerations for the estate management of Mayfield Park. It is recognised that the long-term success of Mayfield in terms of economic growth and performance of the asset will be significantly influenced by its reputation as a desirable and sustainable place. As Mayfield Park is the first area that will be open to the public, the reputation of the whole future development will be impacted by the success of the Park and how it is managed.

The Mayfield development, and this EMS, share the vision clearly laid out Manchester City Council's Park Strategy 2017 – 2027 of creating a place where 'residents and visitors regularly enjoy a network of quality open spaces, parks and river valleys, enriched with biodiversity, which provide recreational routes and opportunities for sport'. Mayfield actively supports the ambition to make Manchester world class, and how we manage Mayfield Park must support this ambition.

The Park is approximately 6.5 acres in size on day 1. Once the wider Public Realm is added to the Estate during later phases of development, there will be approximately 11 acres of Public Realm, including the Park. The drawing below shows the areas that will be open to the public on day 1 (full high-resolution image included as Appendix 1).



Image 2: General Arrangement of Mayfield Park, Day 1, Stage 1, with approved development plots O, N and M.

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Delivery Timescales

The key delivery timescales for which this EMS relates are as follows:

1.1 Stage 1: Completion of the Park

The aim during Stage 1 is to ensure that the foundations are in place for the Mayfield Estate, by creating Mayfield Park as a foundation on which to embed the wider development of buildings and places. Of note, construction of the Park will be complete by the end of Q1 2022, and will be open to the general public at the end of Q3 2022.

1.2 Stage 2: Plot Development Stage

Within the Mayfield Estate there are various building plots that will be constructed in phases. Once complete, the buildings and plots will need to be managed in accordance with this EMS. Plots will be delivered in phases as purchasers, funders and occupiers are identified. Therefore, this Stage of the development will require the EMS to account for elements of operational Estate Management, whilst other parts of the Estate are still under construction.

1.3 Stage 3: Full Occupation Stage

Once all elements of the development are complete and occupied, the long-term legacy EMS can be handed over to the EMC.

Purpose of this Document

This document sets out the key strategies and principles in relation to the management of Mayfield Estate. The detailed methodologies for the management of the estate will evolve over time but should always keep these key strategies and principles at their core.

The first phase of development was granted planning permission in February 2020, including two new offices, a car park and 6.5 acres of new public realm in the form of a park. Linked to this estate management strategy and as part of the grant of planning permission, conditions were added to require the Mayfield Partnership to provide details of how the estate will be managed now and in the future. For completeness, Condition 70 is worded as follows:

Before the areas of public realm hereby approved within Phase F (as detailed in condition 3 above) are first brought into use a detailed Park Management Strategy and its Alignment with Manchester Parks Strategy and which includes detail of how the following objectives would be achieved for the Park: A Welcoming Place, A Healthy, Safe and Secure Place, Well Maintained and Clean, A Sustainable and Sustainable Managed Park, along with the approach to Conservation and Heritage to include the following:

- *Alignment with Manchester Water Safety Report [see section 7];*
- *How it would be managed to promote Inclusivity [see sections 5 and 8];*

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- *How the Environment Agency would be involved in relation to landscape management and access for inspection and maintenance of park and riverside areas; (covered by EA conditions repetition) [see section 8];*
- *Location and operation of bollards [see section 7];*
- *Management of access to the public during 24 hour period [see section 7];*
- *Details of location of publically accessible toilets [see section 8];*
- *Management of Dogs [see section 8];*
- *Alignment with the City Council's Age Friendly Policies [see section 8];*
- *Alignment with DFA2 [see section 8]; and*
- *Management of Anti-social behaviour [see section 8].*

Shall be submitted to and approved in writing by the City Council as Local Planning Authority.

Other strategy and management documents have been prepared that set out the approach to management of hard and soft landscaping areas, events that may take place within the park and how Mayfield will engage with members of the local community and wider city region. These include:

- **Event Management Strategy (Appendix 1):** provides the details requested by Planning Condition 68, which is worded as follows
 - "Before the areas of public realm hereby approved within Phase F (as detailed in condition 3 above) are first brought into use a detailed Event Management Strategy which includes detail of the following: (a) Details of the types of events that would be held within the Park; (b) Details of temporary traffic measures that would be required to be put in place; (c) Details of how events would be co-ordinated with those being held at other nearby venues including the Depot; (d) How full access for pedestrians and service vehicles to surrounding streets and buildings would be maintained; (e) Locations for vehicles including cranes to unload; (f) Details of alternative provision of parking spaces to ensure that access for disabled people to the space is not adversely affected shall be submitted and agreed in writing by the City Council as Local Planning Authority."
- **Community Engagement Framework (Appendix 2):** provides details of how and when the community will aim to be engaged and intended outcomes as required by Condition 69, which is worded as follows
 - "Before the areas of public realm hereby approved within Phase F (as detailed in condition 3) are first brought into use a detailed Community Engagement Strategy which includes detail of the following: (a) Details of how community engagement into the programme of events would be secured; (b) Details of how community engagement in the management of the Park would be encouraged (c) Details of how there would engagement with Local Educational Establishments in relation to securing educational and research opportunities within the Park shall be submitted and agreed in writing by the City Council as Local Planning Authority."

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Management of the estate is vitally important as several meanwhile uses are also in operation across the estate and will be in situ as development plots come forward. This means that the elements of the site that have been delivered work in co-ordination with the proposed developments to come forward and any temporary activities that may take place on site and seek to ensure a well-managed estate.

This document sets out how the estate will be managed and provide an overall strategy for operating the park moving forward, as well as providing the necessary elements to discharge the relevant planning conditions. It is a document that will continue to be reviewed moving forward and is designed to be flexible to adapt to the needs of the end-users and operators, rather than fixed and overly prescriptive.

As the site develops, areas will present opportunities and issues which need to be addressed within individual Plot Management Strategies. The Management Strategies will be kept under review to help address these factors. Further detail will be progressed with key stakeholders as the development of the estate progresses. As such, this is a living document that will be constantly reviewed and updated.

3. Phasing and Management

Due to the substantial nature of the site, the development proposals comprise three main stages as outlined earlier: completion of the Park, plot development, and full occupation.

However, there will be numerous phases within the stages where plots are brought forward and delivered. As such, there will be phases that are completed whilst other areas remain under construction. This will need close attention in terms of the management and maintenance of the Estate. As such, this EMS requires flexibility and adaptability in terms of the phasing in of services and contracts, as appropriate.

Maintaining and enhancing the value of the Estate will be a key principle throughout the development phases. This will be enshrined through the EMC, through which the quality and consistency of the occupied areas will be managed and maintained for the benefit of the future occupiers and stakeholders.

4. Structure of Management Company

The scheme to develop the Mayfield estate will include the 6.5-acre Mayfield Park as well as other various areas of public realm as the development progresses. A structure is proposed for holding and managing the Park and public realm during the following stages:

- Stage one - completion of Mayfield Park
- Stage two – completion of initial building plots and supporting areas of public realm
- Stage three - full occupation of the scheme, including Hoyle Street East and Mayfield Depot platform areas

This is to cater for the needs of the different users and interested parties including commercial tenants, residential tenants, investors, and funders. The structure reflects best practice and market expectations to hold and manage the Park and wider public realm areas of a large multi-use estate. There is no intention to seek public adoption of any areas of public realm.

Freehold and Leasehold

As at Day 1, Stage 1, the Freehold for the Mayfield Estate sits within the newly formed Mayfield Partnership Limited Partnership.

When the Park is complete, an underlease will then be granted to the EMC for the land relevant to the Park. As each phase within Stage 2 completes, an underlease for the relevant land will be granted to a Plot Management Company for the relevant area. The detailed mechanics of this will be determined in collaboration with the future funders and occupiers.

Estate Management Company

An EMC will carry out services to the Park and public realm and would likely collect estate service charge to recover the cost of that expenditure. The EMC will be a not-for-profit organisation with income being recycled into management of the Estate. The following management companies are proposed to be established:

- An overall Estate Management Company (Mayfield Estate Management Company) to provide services for Mayfield Park.
- A (sub) plot management company (Baring Street Management Company) to provide services for Baring Street Campus green space.
- A (sub) plot management company (Hoyle Street Residential Management Company) to provide services for Hoyle Street East and West podium green space.
- A (sub) plot management company (Platform Park Management Company) to provide services for Platform Park.

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Commercial investors in the relevant commercial buildings will be responsible for payment of estate service charge to those management companies to pay for the public realm services provided by them and will pass those services charges down to occupational commercial tenants.

The current structure of the management of the park and plots is displayed visually below, which is subject to change as plots develop over time:

Structure of Management Companies

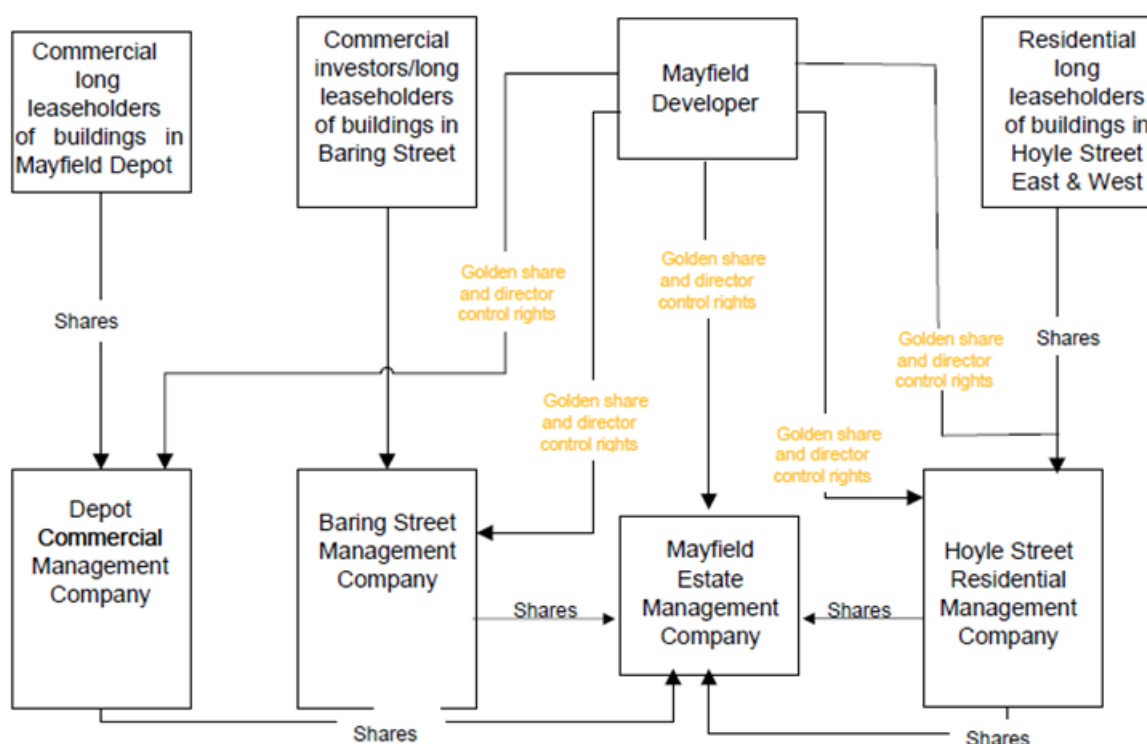


Image 5: Indicative Estate Management Company Legal Structure

The costs of the overall management company, Mayfield Estate Management Company, providing services to manage Mayfield Park, will be recovered from the three sub-management companies who therefore can each collect this from the investor when collecting its own estate service charge.

On-Going Management and Maintenance

During the Stage 2 development phases, the Estate Management Company will appoint a Managing Agent to manage and maintain Mayfield Park on its behalf and administer the service charge. Each plot developer will be required to covenant with the Estate Management Company to pay the fair and reasonable

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proportion due in relation to its ownership and from their occupiers, in line with the service charge outlined above.

Upon completion of the development at Stage 3, it is intended that Mayfield Park will remain with the EMC for the Managing Agent to manage. More detail on the requirements of the Managing Agent can be found in section 6 of this EMS.

5. Community Engagement

This section sets out the details of how community engagement will be undertaken in relation to programming of events, management of the park and how local educational establishments will be engaged. The primary driver of this community engagement strategy is the establishment of the Friends of Mayfield Park, as well as the various outreach programmes that will be explored.

Friends of Mayfield Park

The EMC and its Managing Agent will continue to engage with residents from first occupation, building relationships with the emerging community and encouraging an active participation with Mayfield Park and Estate. It will also work to foster 'buy in' from the wider community, providing a management structure that supports local involvement and realises the benefits that full community integration can bring.

The intention is to create a 'Friends of Mayfield Park' group that is made up of the local stakeholders in the community with an interest in the long-term use and stewardship of the Park. This group will have active dialogue with the EMC and its Managing Agent.

The EMC and its Managing Agent will ensure that all the available resources are deployed in working actively with the new community to ensure all can play a part in how their local Park is managed. As such, this will create long term positive relationships with the wider community and encourage that community to act as custodians of the Park.

Through the Friends of Mayfield Park group, the EMC will be able to engage with bodies such as local Schools and educational establishments to secure educational and research opportunities within the Park. All activities undertaken by the Friends of Mayfield Park will align with the Sustainability Strategy.

Other community engagement activities

Events will be reviewed and programmed on an annual basis, or as required. The form and driver for the events will be broad and far ranging in their scale and type. An Event Management Strategy has been produced (Appendix 1.0) to help to manage the type and potential events that may take place in the park and Mayfield as a whole.

The idea creation for the events will be generated by engaging with local and regional charity, community, business and educational establishments. This continues from the formulation of the proposals and design of the scheme overall, which would help to deliver a programme of events that would appeal to the wide range of the population and create an inclusive space for the residents of Manchester and beyond.

A Community Engagement Framework, including how and when the local community will be engaged with, and key outcomes of this process, is contained in Appendix 2.0.

6. Managing Agent Requirements and Service Charge

Appointment of a Managing Agent

The EMC will appoint a Managing Agent whose role will be to administer the Services for and on behalf of the owners and occupiers via the EMC. The Managing Agent is appointed by tender typically for three or five years. This tender process will initially be conducted by the Partnership on behalf of the EMC. The tender scoring criteria will be determined collectively by the Partnership but is likely to consider, as a minimum:

- Experience and track record.
- Professionalism.
- Statutory and regulatory compliance.
- Aligned with Mayfield's vision and place-making strategy.

A detailed scope of service will be collectively agreed by the Partnership, prior to the tender process, to ensure that the standards of service delivery and property management meet the needs and expectations of all. Preference would be given to appointing local organisations based in the Manchester Local Authority Area before exploring opportunities in the Greater Manchester area, which will also be the approach taken for those employed directly by the EMC.

Appointment Timeline

During Stage 1 the EMC will only be required to administer the management and maintenance of Mayfield Park. During this stage there will not be tenants or occupiers of the future building plots, so there will be no administration services required to collect service charge revenue. Equally, there will not be separate Plot Management Companies formed in Stage 1 to liaise with.

As such, it is proposed that the role of Managing Agent is fulfilled by members of the Partnership on behalf of the EMC during Stage 1. Once the first building plot is complete and handover over, there is then likely to be a separate Plot Management Company as well as service charge collection to administer. As such, we propose that the EMC appoints a Managing Agent to be in place in line once the building is practically complete.

In due course the Managing Agent would seek, if appropriate, to novate any existing services agreements put in place by the Partnership to ensure continuity of service in the short term, and tender and procure new services to secure best value going forward.

Objectives for Managing Agent

The Managing Agent's key objectives will be to:

- Deliver high quality, best in class standards, through coordinated design and operational procurement.

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- Deliver consistency and accuracy in service charge budgeting and reporting.
- Deliver professional services across all levels and responsibilities.
- Provide an innovative and relevant Communication Strategy for Estate occupiers.
- Provide a fully integrated Management Team to deliver consistent high performance across all Plots and the completed Estate.
- Provide best in class management, concierge, and customer service for all.
- Building relationships with Friends of Mayfield Park.

Key Responsibilities

The Managing Agent shall be responsible for:

- Service Charge
- Recruitment and staffing
- Service and maintenance contracts – where possible from the Greater Manchester area
- Open Space service charges budgets and annual accounts
- Public Liability Claims

Accountability and Powers

The Managing Agent's role and services provided to the Partnership will include:

- Production of management plans
- Calculating sinking fund requirements
- Selecting contractors in line with procurement policies
- Managing contractors
- Open space maintenance issues
- Organizing insurances
- Liaising with Board members, residents; contractors & insurers
- Organizing occupier / resident's meetings

The Managing Agent will report to the Partnership on a quarterly basis. This will include details of:

- Actual Expenditure v Budgeted Expenditure
- Sinking Fund Expenditure
- Balance Sheet
- List of outstanding arrears and recovery action plan
- List of Compliments & Complaints
- Cash flow projections

Service Charge

As Estate Management Company (EMC) will carry out services to the Park and public realm and collect estate service charge to recover the cost of that expenditure. The EMC will be a not-for-profit organisation with income being recycled into management of the Estate.

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The investor long leases for each plot / building, will include obligations on the investor as tenant to pay estate service charge on account quarterly in advance and then any balancing sum at the end of the year. The costs of the overall management company, Mayfield Estate Management Company, providing services to manage Mayfield Park, will be recovered from the three sub-management companies who therefore can each collect this from the investor when collecting its own estate service charge.

The service charge will be spread across the entire planned future Estate, on a NIA basis, so that the service charge for the earlier buildings is not adversely high. During Stage 2, while the remaining Estate is being developed, the Partnership will fund the deficit from only receiving a proportion of the total future expected service charge.

While the future Estate is being designed and developed, it will not be possible to know the exact size of the whole future Estate, as design development may make small changes to NIA. To allow for changes, the Lease will include the ability to update the service charge allocations, for how each building will be allocated as a percentage of the whole.

Budget

A full assessment of the annual budget required to manage and maintain the Park and carry out all the functions of the Estate Management Company will be developed alongside this EMS.

It is proposed that these costs are aligned with the use of the Park and the wider Estate. In particular, on Day 1 of Stage 1, there will be no occupied building plots, so no administration will be required to administer and collect service charges. As the development progresses, the administration required to collect the service charge and collaborate with the various Plot Management Companies will mean the Estate Management budget required will increase proportionately.

Equally, the use of the Park will change as the wider development progresses. In particular, it is proposed that the Park is not open twenty four hours a day until there are sufficient numbers of occupied buildings on the Estate to validate the need for doing so. As such, the budget for security costs will increase as the Park is open for more hours each day.

The proposed major cost headings for budgeted Estate Management costs are as follows:

- Waste Collection
- Grounds Maintenance
- Utilities
- Security
- Reactive Maintenance
- Estate Management (e.g. Staff / Annual Accreditations / Equipment Maintenance / etc)
- Management Fee
- Sinking Fund

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The proposed budgets will evolve over time and will need to be under constant review and is likely to change over time.

Sinking Fund

Many of the fixed installations in the Park have a life expectancy of twenty years or less, and as such will need replacing.

A Sinking Fund will be paid in to, to set aside the required funds to meet the costs of expected capital works required over the next twenty years. This will be accounted for in setting the level of service charge for the maintenance of the Park.

The sinking fund will be held in a Trust, or similar suitable account, for future draw-down. There is no sinking fund in the initial Phase until buildings are developed.

Personnel

Once the Park is open, we propose the EMC allows a budget for eleven personnel, dedicated to the Park. Indicatively, we envisage that the following staff members will be required in order to maintain the park on an ongoing basis, which will be reviewed to ensure that the needs can be met.

Role	Number	Hours
Cleaner / Janitor	1 x	10 hrs / day, 7 days / week
Gardener	1 x	10 hrs / day, 7 days / week
Estate Manager	2 x	9 hrs / day, 5 days / week
Estate Admin Support	1 x	8 hrs / day, 5 days / week
Security (Day)	4 x	12 hrs / day / 7 days / week
Security (Night)	4 x	12 hrs / day / 7 days / week

* Table 2: Park Personnel

Again, the proposed budget for Personnel will evolve over time and will be reviewed constantly against the activity being experienced within the Park. The above is proposed for the Estate only, and there will be staff required for each plot and building that will be dealt with as and when those areas are in development.

7. Health, Safety and Security

This EMS is built around the overall vision that Mayfield Park and Estate is a safe, secure and welcoming environment for all, within a sustainable management framework. This is to align with Manchester's Park Strategy 'A Healthy, Safe and Secure Place'.

In order to achieve this, there are a number of guiding principles that underpin every decision taken in relation to the Park and Estate. The need to provide a safe, secure and welcoming place is central to all activities. There are two key aspects in tackling health, safety and security, these are:

1. The physical environment.
2. How the environment is managed.

This EMS initially deals primarily with the Health, Safety and Security of the Park as the first area to be occupied. This will be updated as further areas within the Estate become occupied.

Physical Environment

Every aspect of the Park has been designed in accordance with both industry best practice and statutory requirements. As such, the physical environment will provide a safe and secure environment. Detailed consultation has taken place with Manchester City Council's Access and Parks team in order to deliver the most inclusive and accessible park possible.

This includes step-free routes throughout the park and a range of different types of sensory and play equipment to ensure activities and placemaking is as inclusive as possible. There are various unique features in Mayfield Park, such as having the River Medlock running through it. As a result, there are bespoke management strategies that will be developed for Mayfield Park, including a Water Safety Management Strategy summarised below.

Managing the Environment

The maintenance and management of the Park will be in accordance with this EMS. A detailed risk assessment has been carried out to identify the areas where there are health, safety, and security risks.

All members of staff working on the Park will have health and safety training in accordance with the risks identified in the Risk Assessment.

Manchester Parks Strategy has four strategic themes that support its overall vision. Mayfield Park is committed to supporting these as a publicly available Park in Manchester city centre. As a point of reference these are:

- Establishing a 'Manchester Quality Standard', which will deliver safe, high-quality parks and green spaces.

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- Good for physical and mental health: a natural health service where people can relax and feel safe.
- Putting Mayfield Park at the heart of the local Neighbourhood.
- Mayfield Park to be resourced effectively.

The full risk assessment and associated management and maintenance strategies will be available to all members of the EMC. These strategies will be bespoke and will cover Health, Safety and Security topics such as, but not limited to, those topics listed below:

- **Water Safety**

Due to the unique feature of having the River Medlock running through Mayfield Park, a bespoke Water Safety Management Strategy will be prepared.

This will include all aspects of operating the Park safely given the risks presented by the presence of the river.

Topics this Strategy will cover will include, but are not limited to:

- Actions on the event of flooding.
- Evacuation of people from the Park.
- Life safety equipment to be available.
- Maintenance of life safety equipment.
- Details of Water Safety Courses and other Training the Park staff will complete.
- Use of throw-lines.
- Emergency access to the Park.

In 2018 the Royal Society for the Prevention of Accidents (RoSPA) was commissioned by members of Manchester Water Safety Partnership (MWSP) to conduct an independent review of open-water safety within the Manchester city centre zone. The review considered responsibilities, policy expectations and an analysis of fatal and non-fatal events, in addition to an assessment and evaluation of the water bodies within the city centre. The principal output is a series of recommendations with the aim of improving water safety. It is the intention to involve MWSP in the formation of this particular strategy.

The Mayfield Park Water Safety Management Strategy will align with the eleven recommendations made in the 2018 RoSPA report.

- **Opening Hours**

The intention is to open the Park to the public for as many hours a day as is appropriate, based on the amount of development complete on the wider Mayfield Estate, with the ambition of eventually having the Park open twenty-four hours a day.

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However, to begin with, it is proposed that the opening hours for Mayfield Park are restricted, with the Park being closed for a number of hours each night. As the wider Estate is developed and becomes occupied, the opening hours will be increased until the Park is eventually open to the public twenty-four hours a day, three hundred and sixty-four days a year.

The restricted hours are to protect the Park from anti-social behaviour during night-time hours as the wider Mayfield Estate is still under development, meaning there will be little other activity in the area. With little surrounding activity, this could allow anti-social behaviour to take place and impact negatively on the reputation and use of the Park.

The restricted opening hours of the Park will be enforced by the Park security guards who will close the gates at pre-determined times each evening, and open the gates at pre-determined times each morning. These pre-determined times will be publicly available and indicated by a notice placed in a conspicuous position at the entrances to the Park, and typically in line with daylight hours.

- **Park Access**

It is proposed that the gates and bollards to the Park are manually operated and will be opened and closed each day by the Park security staff. In accordance with industry best practice, it is proposed that Mayfield Park have Hostile Vehicle Mitigation (HVM) measures in place, as well as retractable Bollards to control vehicle access to the Park.

Both the HVM and bollard systems will be manually operable to be safe in all emergency circumstances. The equipment to operate the systems manually will be stored safely by the Estate Management Company staff and be readily available for emergency situations.

All emergency 'blue light' services, primarily Police, Fire and Ambulance, will be able to access the Park to respond to emergency situations. The access to the Park, and the routes through the Park, will be suitable for fire tenders. The Environment Agency will also be given access to maintain the River Medlock.

- **Terrorism**

Once established, the Estate Management Company will take responsibility to protect the park extremely seriously and all efforts will be made to reduce the risk from acts of terrorism within the Mayfield Estate and surrounding areas.

The EMC will implement procedures as highlighted in the security strategy, including CCTV and physical security guards. The officers of the EMC will liaise with the North West Counter Terrorism Unit (CTU) for constant monitoring and awareness. The EMC will implement Hostile Vehicle Mitigation (HVM) in accordance with the Buro Happold proposed measures. Training for all staff members responsible for management and maintenance will be provided.

8. ESG and Management Principles

This EMS is built around the overall vision that Mayfield Park is a safe, secure and welcoming environment for all, within a sustainable management framework. The sustainable management framework requires many aspects to be considered to be successful and links directly to Manchester Parks Strategy 'A Sustainable and Sustainable Managed Park' and 'A Welcoming Place'. To be sustainable, the management framework must both:

- Create a governance structure that allows the Estate Management Company to operate as a stand-alone entity into the foreseeable future; and
- maintain an ecological and social balance that allows the Park to exist into the foreseeable future.

Governance

There are two parts to the governance of the Park: internal governance of the Estate Management Company and external governance of the use of the Park through the use of Byelaws.

- **Governance of the Estate Management Company**

The Estate Management Company will be established as outlined in this document. This structure allows the Partnership to have an active involvement in the management and maintenance of the Estate, but then be able to make a clean exit at the end of the development.

As well as this, the investors in the plots and buildings then have direct involvement also in how the Estate, to which they pay a service charge, is run. This then gives the Estate Management Company a future legacy where it can operate by itself, with direct control from the people living and working on Mayfield Estate.

- **Governance of the use of the Park: Byelaws**

It is of utmost importance to the long-term reputation of the Park, that the environment is welcoming to all. The use of the Park is governed by the Byelaws.

The core principle behind the Byelaws is that one person's enjoyment of the Park cannot be at the expense of another person's enjoyment. The full Mayfield Park Byelaws document is included as an appendix to this document, with some of the key byelaws noted here:

- Dogs:
 - o Exclusion zones: No dogs allowed in the Children's Play Area.
 - o Fouling: All dog fouling must be removed from the Park. The person in charge of the dog must have an appropriate means of picking up the faeces. Putting the faeces in a receptacle on the ground which is provided for the purpose is deemed to sufficient removal. Being unaware of the defecation is not a reasonable excuse for failing to remove it.
 - o Leads: Dogs must be kept on leads.

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- Guide dogs and assistance dogs: there are separate rules in force for guide dogs and assistance dogs.
- Any person not complying with these byelaws will be asked to leave the Park immediately.
- Anti-social behaviour:
 - As stated above, the core principle underpinning the definition of 'anti-social behaviour' is if one person's enjoyment of the Park is at the expense of another person's enjoyment. As such, the byelaws include specific provisions for activities such as:
 - Right to protest: As a privately owned space, there is no right to protest.
 - Ball games: No person shall play ball games in such a manner as to exclude persons not playing ball games from use of that part of the Park.
 - Electric Scooters: No person shall, without reasonable excuse, drive an electric scooter in the park.
 - Noise: No person shall, after being requested to desist by any other person in the ground, make or permit to be made any noise which is so loud or so continuous or repeated as to give reasonable cause for annoyance to other persons in the ground.
 - Graffiti: Due to the location of Mayfield Park it is inevitable we will encounter Graffiti, which will be removed as soon as possible, and offenders reported.
 - Homelessness: not considered to be ASB and rough sleepers on site will be asked to leave as well as directed to help. Management will ensure the security team have the necessary tools to direct rough sleepers to support if needed and we will also work closely with the Street Engagement Hub.
 - Skating: will not be considered ASB. However, if they are skating in a dangerous manner or damaging furniture then management staff will need to ask them to stop and visit the nearby skatepark.

Ecological Management and Enhancement

Our holistic vision for this statement park is to create a strong sense of nature in the city centre. To curate this contrast from urban landscape to wild landscape we propose to subtly transition West to East. This approach is responsive to the co-design themes: blending wild spaces with urban, accessible nature, engaging with the river, connecting to nature, attractive for wildlife and creating an urban park that balances the needs of people and wildlife.

A detailed Ecological Management Plan has been produced separately (extract provided at Appendix 2.0) but has been summarised below for completeness:

- A successful maintenance plan is comprised of two components; an establishment phase for the first 5 years, followed by long term, ongoing maintenance. Once established, maintenance will be ongoing for trees, shrubs, lawn areas, and habitats in the River Medlock:

- Trees: to ensure the successful establishment of trees and planting, operations stated on the following pages are necessary for a minimum of 24 months after practical completion of each phase of the park. After final completion has been certified, the appointed Landscape Contractor /Estate Management Company will be required to carry out these operations for a minimum period of 5 years:
 - Maintenance of a weed free area, 1.5m out from the base of semi-mature each tree;
 - Watering to ensure moisture levels are maintained appropriately for optimum growth;
 - Application of a slow release fertiliser around the base of all trees to ensure soil fertility is maintained;
 - The removal of any vandalised, unhealthy or dead specimens as soon as possible and replacement with trees of the same size to those adjacent, during the next available planting season;
 - Inspection, adjustment and maintenance of anchors, stakes and ties;
 - Removal of any items that have been attached to trees;
 - Re-firming of trees after strong winds, frost heave or other disturbances;
 - Pruning to remove dead, dying or diseased wood during dormant season;
 - Pollarding Willows once reached desired height and maturity and to standard horticultural standards;
 - Remove suckers and formatively prune if necessary to achieve natural shape, healthy growth and to favour a single leader; and
 - Topping up mulch at the end of the rectification period to achieve a either 50 or 75mm layer.
- Shrubs: as with trees, maintenance is required of shrubs as follows:
 - Control and removal of weeds;
 - Pruning of shrubs for floral, foliage and stem colour effect and to remove weak, dead and diseased branches
 - Pruning of species to ensure naturalistic form; plus to promote flowering/berry production/retention (where appropriate);
 - Remove dead growth and trim herbaceous perennial and ornamental grass plants in spring, avoiding damage to any new shoots that have emerged;
 - The removal of any failed, vandalised, unhealthy or dead specimens as soon as possible and provide replacements of the same size to those adjacent, during the next available planting season;
 - Watering of plants to ensure moisture levels are maintained appropriate for optimum growth;
 - Removal of litter from all planting beds to maintain the Site in a tidy condition; and
 - Top up mulch annually to achieve a 50mm layer.
- Grassland: the following activities will be required on an ongoing basis to manage the grassed areas:
 - Cutting 3 times in the first 2 growing seasons, in June, Mid August and in winter;

- To protect reptiles, only cut grassland during conditions when reptiles are active and able to move away from machinery (air temperatures above 8 °C). Cut in one direction to encourage movement of reptiles into adjacent suitable habitat and avoid trapping reptiles in the path of machinery. Do not cut grassland below 100mm in height;
 - Strim edges to hard standing and tree pit mulch circles;
 - Arisings to be removed from the grassland areas and used on site to create compost heaps and hibernacula;
 - Watering every 3 days without rain until plants are established. Sprinklers are preferred over a hose pipe and are to be used morning or evening;
 - Repair damaged or failed areas of planting by replacing with new plants; and
 - Removal of litter to maintain the Site in a tidy condition.
- Riverside Planting: ecological habitats will be created in a new river corridor which will require the following ongoing maintenance:
 - Clearing of any large elements of debris following a flood event;
 - Maintaining plant vigour and the structural stability of the bank;
 - Manage species diversity for conservation and wildlife (to encourage target species);
 - Annual vegetation control to help establish a range of plant species and reduce sediment build up around plant roots;
 - Control of invasive or alien species or to suppress dominant rank species;
 - Cutting of marginal planting by hand in a mosaic fashion and in an upstream direction
 - Retain clear riparian zone between waters edge and main park area;
 - Repair damaged or failed areas by re-turfing; and
 - Removal of litter to maintain the Site in a tidy condition.

Following the establishment maintenance period it is recommended that the Estate Management Company will undertake the relevant operations listed in the establishment maintenance.

The Cutting regime should vary in different areas by varying time and height of cut to help with habitat creation and encourage species diversity e.g. 1-3 cuts per year with some patches retained and some rotated on successive visits.

Ongoing management of invasive species should be carried out in consultation with a specialist contractor to reduce the potential further spread of non-native invasive species either along the river corridor or across the park.

The Estate Management Company and landscape architect should review the planting evolution every 3 to 5 years, to assess the distribution of species and level of weed invasion. Where certain species, or areas appear to be failing a review of species types, and their requirements should be undertaken before replacing them.

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Soil type, condition and/or moisture levels may lead to some desired species not persisting within the target landscaping areas. Where this occurs, suitable alternative species should be identified and used to replace to maintain the target planting/ habitat type within the park. Failing native species should only be replaced by other native species. There should not be a preference to increase non-native or ornamental species within the sward where they are not indicated within the proposed planting plan.

Weeds and undesirable species should be pulled, or dug out, by hand in the riverside planting areas to reduce the risk of pesticide/herbicide leaching and affecting desirable species or entering the adjacent water course and causing damage outside of the site.

No pesticides should be used to encourage and maintain a good invertebrate assemblage on the site and prevent it from potentially leaching into the adjacent water course and causing damage outside of the site.

Social Inclusion

Hard Landscaping Areas

To ensure the successful establishment of Hard Surfaces, Street Furniture and Play Area, the operations stated on the following pages are necessary for a minimum 5 Years after Practical Completion of each phase of the Park. After Final Completion has been certified, the appointed Landscape Contractor /Estate Management Company will be required to carry out these operations for a minimum period of 5 years.

- Seasonal maintenance, (litter, leaf and snow clearance, de-icing), repairs and weed control as necessary, except for adoptable roads and footpaths, which will be maintained by the Local Authority;
- Overhanging or adjacent branches are to be trimmed back to allow free pedestrian movement;
- Inspect and maintain lighting columns and replace light fittings when necessary;
- Repair damaged or uneven surfaces immediately;
- Repair damaged or vandalised street furniture immediately;
- Repair damaged or vandalised railings;
- Cleaning and removal of debris following flood event;
- Inspect all play equipment on a weekly basis including, play equipment, gates, seats and benches and maintain in accordance with BSEN 1176 and BSEN 1177;
- Ensure annual ROSPA Play Safety inspection carried out in accordance with BS EN1176 (European Playground Standard) and copies of all inspections shall be recorded and copies given to the client;
- Repair damaged and vandalised play equipment immediately, rendering the pieces inoperable until repair works are complete; and
- Seasonal maintenance of safety surfacing as for hard surfaces.

Ongoing Maintenance

Following the establishment maintenance period it is recommended that the Estate Management Company will undertake the relevant operations listed in the establishment maintenance.

Accessibility and Inclusivity

In addition to the Community Engagement Strategy, this EMS is built around the overall vision that Mayfield Park is a safe, secure and welcoming environment for all, a great deal of consideration has been given to first define 'all', then to create an inclusive public park providing access to nature for all people, regardless of their age, gender, mobility, ethnicity or circumstances.

Mayfield Park has been designed to ensure that everyone has access to the benefits of the Park and its recreation, especially marginalized groups, including those with physical and cognitive disabilities, racial and ethnic minorities, the LGBTQ+ community, and BAME communities. Inclusive Parks and Public Spaces are one of the core features of a vibrant community, are typically well used and perceived as being for everyone in that community.

An inclusive Park meets not only the physical requirements of those using the Park and whether they are able bodied or disabled, but is attractive to all age groups, responsive to the diverse cultural interests of the varied communities and is safe and welcoming to those who might feel threatened in other public spaces.

In this regard, Mayfield Park aims to continue the City of Manchester's aspirations of being recognised as the most accessible city in Europe and commitment to improving access for disabled people to all services.

In practice, this means that Mayfield Park, as a minimum, responds to the requirements of Manchester City Council's Design for Access (DFA) 2 guidance and the latest good practice guidance of BS 8300-1:2018 'Design of an accessible and inclusive built environment' Part 1: External environment – Code of practice. On top of this, Mayfield Park will deliver a number of specific features, such as:

- **Seating**

Throughout the park a choice of seating options is to be available. These will be designed to meet the provision of the DFA 2 to provide a seat level between 475-500mm, but also to meet good practice guidance of BS 8300-1 section 10 for seating, whereby a choice of different heights 380mm, 480mm and 580mm are to be provided. Seating is to provide a variety of arm rest and back rest combinations providing choice for users. Where seating is provided, a minimum 900mm wide wheelchair parking area is to be provided adjacent to the seating meeting the DFA 2. In most locations, seating provides a clear 1200mm wide space at one end to allow a wheelchair user to transfer onto the seat, as per BS 8300-1.

- **Publicly Accessible Toilets**

There are four gender neutral toilets in the Park. All have disabled access. It is the intention to have a permanent on-site janitor who will oversee these facilities and ensure they are maintained throughout the day.

- **Changing Places**

As well as the 4 no. gender neutral accessible toilets, there is the specific provision of a formal Changing Place. This facility is fully compliant and incorporates, for example, a height adjustable

adult-sized changing bench, ceiling track hoist system and a centrally located toilet with transfer space either side.

- **Drinking Fountains**

There are three drinking fountains proposed around the site and positioned outside of access routes. Both the DFA 2 and BS 8300-1 do not provide specific guidance on the design of drinking fountains. To ensure the facilities are accessible and easy to use the design team have taken reasonable steps to ensure a drinking fountain that is within the comfortable reach range of a wheelchair user of 650-1000mm affl (Based on Appendix E of BS 8300-2 for wheelchair user reach range). The drinking fountain specified has a proposed height of 1000mm, with controls positioned approximately 760mm affl and a clear knee recess space of 710mm affl.

- **Cycle hoops**

While there is no cycle routes through the Park, there are cycle hoops around the perimeter of the Park to encourage people to cycle to Mayfield Park and promote a healthy lifestyle. The cycle hoops have been designed with space at both ends to allow disabled cycles to be securely parked also. Cycle hoops are situated away from main thoroughfares and are designed to be at the side of clear pedestrian routes to ensure they do not create an obstruction.

These details have been agreed following consultation with Manchester City Council's Access Officer, who has reviewed the proposals and provided guidance on the ways in which the Park can be as accessible as possible.

The design of Mayfield Park has put the consideration of Inclusive Access for all age groups and for those with a wide range of disabilities as a key design parameter. All areas of paving, whatever its function has been designed to requirements of Manchester City Council's Design for Access (DFA) 2 guidance and the latest good practice guidance of BS 8300-1:2018 'Design of an accessible and inclusive built environment' Part 1: External environment – Code of practice.

Mayfield Park is to provide step-free access to all parts of the park, allowing users of all ages and ability to gain independent access to use the park and its facilities. Access routes provided throughout the park exceed widths of 2m or greater, meeting the DFA 2. Where there are localised reductions in circulation widths these are a minimum of 1.8m wide and over a short distance.

Due to the change in level across the site, four stepped routes have been incorporated into the landscape. Where stepped routes are located, they have step-free routes located directly adjacent to them. External steps have been designed to meet DFA 2 with stair widths a minimum of 1800mm and with risers of 150mm and tread depths of 280mm. The step nosing's are to be distinguishable by visual contrast using a nickel bronze finish.

All stair nosing's will provide a contrasting nosing 140mm deep on the tread and 55mm deep of the riser, meeting DFA 2 and BS 8300-1. Joints between paving are to be designed to meet DFA 2 section 3.1 and are to be flush with the surface. If this is not feasible, the joints are to be no wider than 10mm (completely filled) or no wider than 5mm if recessed.

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Drainage channels are to be set flush with the surrounding surface and slots in gratings are to not be greater than 13mm and set at right angles to the dominant line of travel. Where circular holes are proposed these are to not have a diameter more than 18mm, meeting DFA 2 and BS 8300-1.

Appendices

Appendix 1.0 - Event Management Strategy

Estate Management Strategy

Mayfield Manchester

Event Management Strategy – Mayfield Park

Planning Condition 68 states that an Event Management Strategy, covering specific information, should be submitted:

Before the areas of public realm hereby approved within Phase F (as detailed in condition 3 above) are first brought into use a detailed Event Management Strategy which includes detail of the following:

- (a) Details of the types of events that would be held within the Park;*
- (b) Details of temporary traffic measures that would be required to be put in place;*
- (c) Details of how events would be co-ordinated with those being held at other nearby venues including the Depot;*
- (d) How full access for pedestrians and service vehicles to surrounding streets and buildings would be maintained;*
- (e) Locations for vehicles including cranes to unload;*
- (f) Details of alternative provision of parking spaces to ensure that access for disabled people to the space is not adversely affected shall be submitted and agreed in writing by the City Council as Local Planning Authority*

Whilst the event management strategy is expected to evolve as the masterplan develops, each of the requirements (a-f) are set out in turn below for the first 12-24 months of the park opening:

(a) Details of the types of events that would be held within the park

In years 1-2, the events expected in the park will take place potentially monthly, with occasional smaller scale evening events taking place on weekends. As events will generally take place outside, the events will be weather dependant.

The types of events will be subject to changes in demand and will be shaped as the park evolves and becomes established as a destination in Manchester. The park is not anticipated to be used as an event space, and instead is likely to be used as a place to relax, spend time, connect with nature and the explore the history of the Site. Event space is primarily provided through Freight Island and Depot Mayfield. Any events that may take place within the park will be centred around:

- Community events
- Food and drink events
- Family days out and sports days
- Small scale acoustic gigs on the main lawn
- Small scale exhibitions
- Park walking tours, for example focussed on heritage or ecology

If any events are expected to exceed an expected capacity of over 500 people, then management will be put in place to control the flow of people. Most events are expected to be smaller scale that are typical of any city park of this scale.

As mentioned, larger live music events that take place late evening or at night typically take place in the Mayfield Depot and will be kept separate from the park by management staff at both venues. The Depot and Freight Island will be controlled to manage issues that could result in anti-social behaviour taking place in the park.

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(b) Details of temporary traffic measures that would be required to be put in place

As mentioned, the events are not expected to be typically over 500 people in the park, although the park can accommodate more people in terms of overall volume. It is expected that most of these trips would come from within walking or cycling distance in the City Centre or nearby residential areas, such as Ardwick.

Where larger volumes of pedestrian flows are expected, there are measures that can be put in place regularly by Mayfield Depot to control the flow of traffic, particularly the management of taxi journeys through the Travis Street and Baring Street crossing points toward Mayfield. Regular meetings take place between licensing, highways, GMP and the event operators at the Mayfield venue to manage the safe flow of traffic and pedestrians and the intention is to continue this liaison to co-ordinate events that may take place in the park.

Given events would be late evening at the latest within the park, as the park is scheduled to close in the late evening until there is further activation of the Site as set out in the Estate Management Strategy, ample public transport options would be available for members of the public. These will be within a 5-minute walk between the Site and Piccadilly Station.

(c) Details of how events would be co-ordinated with those being held at other nearby venues including the Depot

The Depot is expected to run in its current form until at least 2025, when the current temporary permission is set to expire. A further temporary permission could be applied for in the future if this is considered compatible with the status of the development across the wider Mayfield site. In any case, the main areas of the Mayfield Depot will continue to host retail and leisure activity,

Co-ordination between the park and the Depot can take place as the events taking place in the Depot are typically programmed out every three months. Events at the Depot and Freight Island tend to take place in the evening time, so wouldn't typically take place at the same time as daytime or evening events taking place in the park. Indeed, there may be positive synergies between people already at Mayfield and spending time in the park, before going to Mayfield Depot or Freight Island.

(d) How full access for pedestrians and service vehicles to surrounding streets and buildings would be maintained

Pedestrians will access the site via the range of different routes as a large part of the city centre can reach Mayfield Depot within a 15 minutes' walking distance (see Figure 1). There is a large residential population that is within easy reach of the Site that can travel by foot.

Similarly, cycling routes to and from the City Centre provide a further low carbon modes of transport to access the Site (Figure 2). The network of Beryl Bikes to support the Bee Network now covers the full extent of the city centre and the Corridor Manchester area. When events are taking place in the park, it is not expected that the volume of traffic will necessitate the temporary closure of roads, as per the larger events for the Mayfield Depot.

For the scale of the events taking place in the park, it is expected that marshalling by stewards on specific junctions, such as Travis Street and Baring Street, will help to improve the safety and quality of the access by pedestrians and cyclists to the park.

(e) Locations for vehicles including cranes to unload

The design of the park and particularly the hard landscaping allows vehicles to access the park area directly from Hoyle Street. The paths throughout the park can accommodate 10 tonnes in weight to allow larger vehicles to drop off necessary event infrastructure.

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It is not anticipated that any cranes will be required to unload any materials and all necessary components for site set up related to event equipment should be able to be delivered on smaller vehicles and without the use of crane equipment. The main lawn also benefits from robust festival turf, which is tightly knit and therefore more resilient to wear and tear.

(f) Details of alternative provision of parking spaces to ensure that access for disabled people to the space is not adversely affected

Parking provision is expected to be sufficient on the roads immediately adjacent to Mayfield for those with a Blue Badge. With a Blue Badge, you can:

- park for up to three hours on a single or double yellow line as long as there are no loading restrictions.
- park - free of charge and without time limit - at any on-street pay and display parking bay or designated on-street accessible bay.
- park on resident parking permit bays without a time limit.

Baring Street is the closest location to the park entrance. There are some restrictions in place through single or double yellow lines, along with parking bays, with limited areas dedicated for loading to service Freight Island. This means that ample on street parking is available for blue badge holders immediately adjacent to site. Servicing and deliveries for the park can all take place off street and would access via Hoyle Street via the entrance on the eastern side of the park.

If parking space is not available on Baring Street, cars can also park on Buxton and Berry Street, as well as the existing surface car park adjacent to Fairfield Street. In the longer term, accessible parking bays will be provided with the multistorey car park, which is expected to come forward by the end of Q4 2024 subject to commencing development by Q3 2023.

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Figure 1 - 15-minute walking isochrone¹



Figure 2 - 15-minute cycling isochrone



¹ <https://traveltime.com/blog/free-isochrone-map-generator>

Appendix 2.0 – Community Engagement Framework

Mayfield Community Engagement Strategy and Framework

June 2022

Background and Purpose

This document has been prepared in order to develop the community engagement strategy for Mayfield and provide a framework within which to operate. This follows on from extensive work undertaken to date to help inform various planning applications that have come forward in the area and are now in the process of being delivered.

Consultation and engagement during the development of the Strategic Regeneration Framework in 2017 and 2018 and the Phase 1 planning applications in 2019 have generated significant momentum and public interest. During the construction of the Mayfield Park there has been ongoing engagement with numerous local schools e.g. Dean Ardwick Trust School and local professional organisations e.g. Women in Property; Royal Town Planning Institute. It is intended for that level of engagement to continue during the operational stage and foster a sense of community, particularly with regard to public spaces; maximising the benefits to the wider community.

This work has been incredibly successful to date, and our experiences have been captured in this Strategy in order to then allow for both additional engagement and to broaden out the type of activities that will take place to engage the community.

This Strategy and Framework is a live document and will be developed and reviewed by the Mayfield Partnership moving forward.

Engagement Objectives

Mayfield will primarily engage with the community in a way that is fun, meaningful, and participatory to include as many different communities as possible in Manchester. The main aim is to foster a sense of inclusivity within the regeneration area and to reflect the views of the various communities that will benefit from it. The community engagement strategy will seek to deliver on three objectives:

- **Learning:** to help all members of the public, business and education communities learn from the experiences of Mayfield and to develop a better connection with our public spaces, nature and the people who use them.
- **Participation:** to ensure that as many communities as possible participate in the creation of the community at Mayfield.
- **Inclusivity:** to ensure that Mayfield and the Park in particular is inclusive to all communities and to listen the views of all members of the community to ensure that Mayfield remains as inclusive as possible over time.

These three key objectives of the engagement strategy help to inform the ways in which members of the community will be engaged, how outcomes will be recorded and reviewed, and how the methods of engagement will be developed over time.

Risks, challenges, and mitigation

The risks associated with this programme of community engagement, and ways in which to mitigate those risks, have been identified as follows:

- The learned experiences stop upon completion of each phase. There should be an aim to review lessons learned and how to relay this back to the community on an annual basis, potentially through a Friends of Mayfield Park group.
- Over time, new groups may be created but are not added to the list to engage with on an on-going basis. There is a risk that this could exclude newly created community groups in the local or wider area. A review of groups who have been engaged should be undertaken each year to ensure that as many interests as possible are captured through the community engagement process.
- Clear messaging must be provided to set out how the Partnership will engage with the community and what role the community will have in decision making (if any) from informing/being informed to empowering/being empowered to make a decision. This helps to mitigate the risk of those engaged feeling disenfranchised by the process.
- The Partnership will undoubtedly evolve over the lifetime of the development, with new and different personnel taking up different roles in the organisation. There ought to be an individual within the Partnership who is responsible for Community Engagement. Should the lead move on in the future the relevant handover should be undertaken, including an introduction to key members of different involved community groups.

Methodology and Approach

The first step is to identify all potential stakeholders, their influence and appropriate engagement methods. This will be captured in a spreadsheet and accompanying report that will set out:

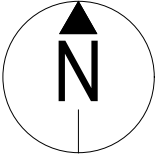
- Stakeholder mapping: stakeholders can be grouped by type of consultee e.g. political, key influencers, community organisations, landowners, occupiers, business community, and local residents. Where names of stakeholders are known, they will be identified.
- Engagement techniques including a review of local and national best practise methods. The techniques in this case are likely to involve a range of events and opportunities for group activities e.g. planting and maintenance in the Park; ability for a local group to meet in the Park.
- How best to target engagement to ensure it is properly representative and impactful. Work should be undertaken with MCC to define any hard-to-reach groups to ensure inclusivity in the context of 'One Manchester.'
- How best to report engagement feedback to the wider team. It is important it seamlessly feeds into the ongoing design process at Mayfield. Key questions to review on an annual basis:
 - What worked well and what learnings can you carry forward for your next community engagement project?
 - Did you meet the engagement purpose and engagement objectives of your community engagement plan?

To date, the community has been engaged through both formal and informal channels in ways to help learning, participation and inclusivity. For example:

- Regular engagement has been held with Higher Education institutions (University of Manchester), other educational facilities (Lower Medlock Primary) to discuss the approach to development to date. The outcomes are different depending on the level of education, but the key principle of sharing and learning is adopted through this process.
- Organisations and groups in Manchester (City Council, GMP, Green and Blue Infrastructure Groups, and many others) have been given site tours as the scheme progresses on site to provide lessons learned. Site visits should continue on an annual basis, or as agreed with each respective group,
- Engagement has taken place during design development with access officers and community groups in order to improve the inclusivity of the design.

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rev	details	by	date
01	Adjustments to arrangement where clouded	JF	13.05.21
02	Proposed tree moved to avoid archeology	JF	14.05.21
03	Updated WIP Play Yard design added for comments	JF	02.06.21
04	"Viewing platform" removed. Play Yard updated with current arrangement	JF	14.06.21
05	Paving/walls/furniture annotation added. Street furniture added. Areas outside construction boundary removed. Archeology annotated. Light columns added to southern route	JF	19.06.21
06	SEW and PROOC comments included where possible. Incorporation of as-built emergency river wall and freight island survey	JF	13.07.21
07	Concrete paving reduced to 2 types	JF	02.08.21
08	Furniture adjustments and Baring St area omitted. Pedestrian bitmac added	JF	02.08.21
09	Adjustment to return walls	JF	25.09.21
B01	Revision changed to B01	JF	12.10.21
B02	As built wall added. Gap in gabion wall added	JF	20.10.21

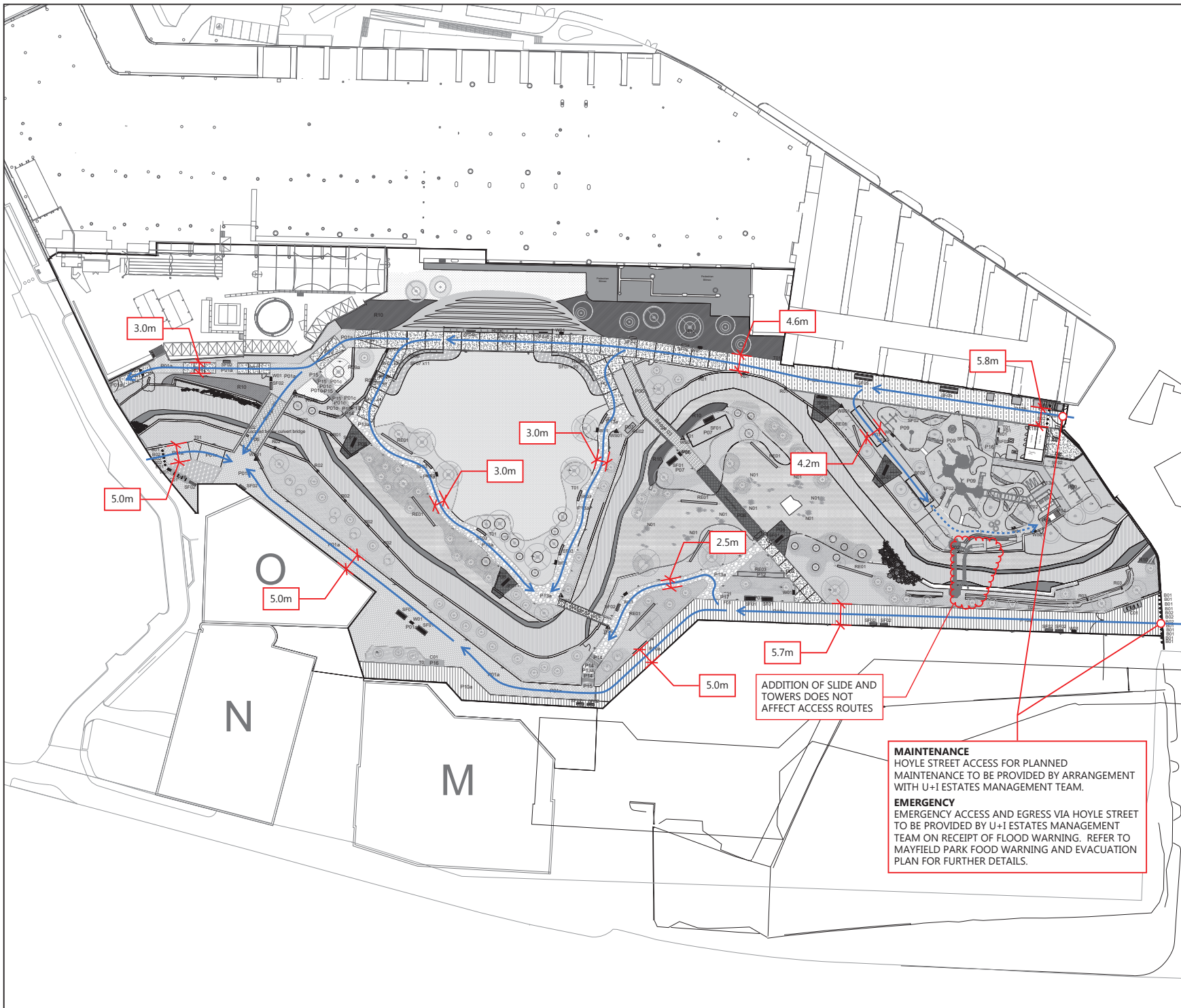
- Notes
1. Do not scale from drawing, use figured dimensions only.
 2. All dimensions to be checked onsite.
 3. This drawing to be read in conjunction with all other Gillespies drawings and specifications.

- | | |
|---|---|
|  | P01a Vehicular Clay Blocks |
|  | P01c Staggered Clay Blocks |
|  | P02 Concrete Surface 02
Refer to Drawing 0303 |
|  | P06 Concrete Surface 06
Refer to Drawing 0303 |
|  | P07 Self-Binding Gravel |
|  | P08 Steel Grating to Jetties and Raised Walkway |
|  | P09 Play Yard Safety Surfacing |
|  | P10b Temporary Bitmac Footpath with Occasional Vehicular Traffic with Graphical Road Markings |
|  | P10a Temporary Bitmac Footpath with Occasional Vehicular Traffic |
|  | P11 Steel Grating to Bridge 02 |
|  | P12 Loose Gravel |
|  | P13a Vehicular Resin Bound Gravel |
|  | P14 Tactile Corduroy Clay Blocks - Blue |
|  | P15 Tactile Corduroy Clay Block - Buff |
|  | Pedestrian Bitmac |
|  | Walls |
|  | Planting Type 01 Street Planting |
|  | Planting Type 02 Railway Wildflower |
|  | Planting Type 03 Grassland |
|  | Planting Type 04 Wetland Riverside Mosaic |
|  | Planting Type 05 Native Habitat |
|  | Planting Type 06 Reinforced Slope |
|  | Proposed Trees |
|  | Informal Seating |
|  | Boulders |
|  | Rock Wall |
|  | Steps with Associated Tactile Paving and Handrails |
|  | Light Column |

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Manchester\Drawings\Layouts\MAY101-WSL-EXT-GIL-DR-7060-0100-XC
Landscape General Arrangement.dwg

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NOTES

1. DRAWING SHOWS ACCESS ROUTES FOR A 4x4 VEHICLE AND PEDESTRIANS, TO ALLOW INSPECTION AND MAINTENANCE OF RIVER BANKS AND WALLS TO BE CARRIED OUT
2. ACCESS BASED ON GILLESPIES LANDSCAPE GENERAL ARRANGEMENT DRAWING MAY101-WSL-EXT-GIL-DR-7060-0100-B-03
3. ACCESS ROUTES IN ACCORDANCE WITH PRINCIPLES SET OUT IN BURO HAPPOLD FLOOD RISK ASSESSMENT (REV. 00, DATED 13/09/2019) AND SHOWN IN DRAWINGS SUBMITTED TO SUPPORT THE DISCHARGE OF CONDITIONS 10, 22 AND 66 OF PLANNING APPLICATION REF. 124972/FO/2019

LEGEND

- VEHICLE ACCESS ROUTE
- - - PEDESTRIAN ACCESS ROUTE

BURO HAPPOLD

Project:
MAYFIELD PARK

Project Number: 0046688

Sketch Title:
RIVER MAINTENANCE ACCESS

Sketch Number:
MAY101-WSB-EXT-BUR-SK-7060-0001

Status: DRAFT

Date: 11/02/22	Initials: JF	Revision: S1.2
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