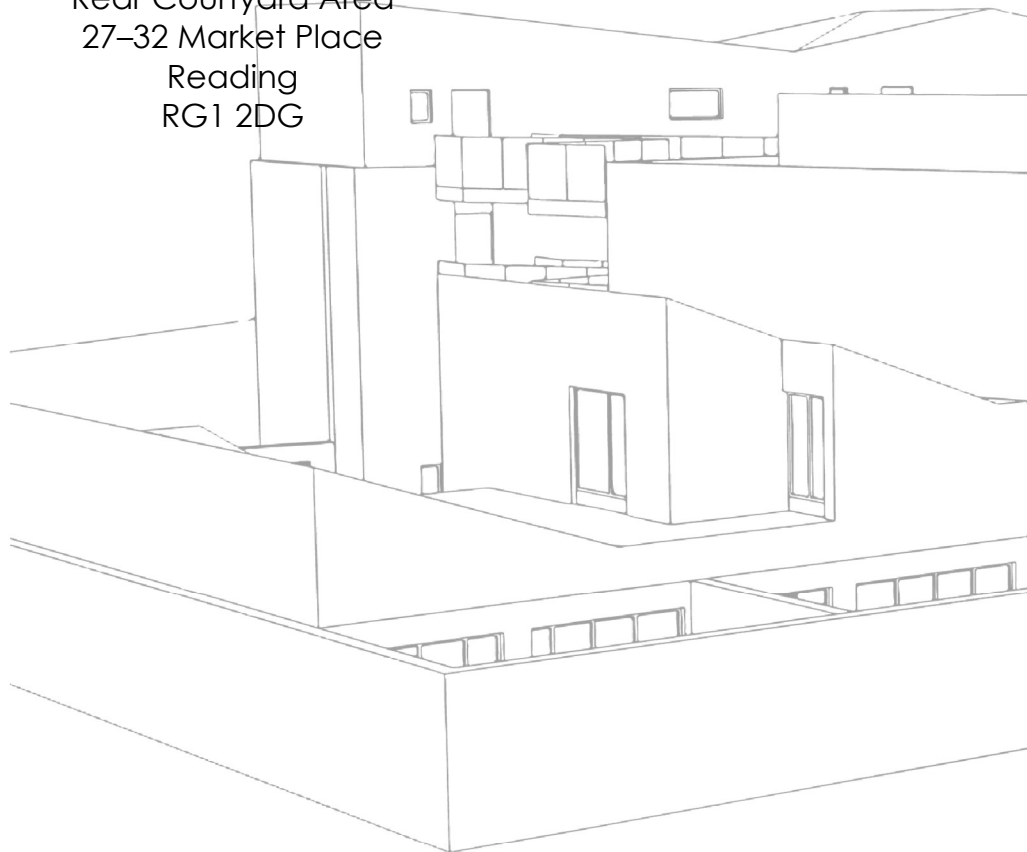


Operational Management & Maintenance Strategy

Prepared to
Discharge Planning Condition 15

Planning Permission PL/22/0545

Rear Courtyard Area
27-32 Market Place
Reading
RG1 2DG



Date	Rev	Comments	Author
14.07.2026	A	Bin Stores amended to suit Planners comments	KS

Document Status

Operational Management & Maintenance Strategy

This Operational Management & Maintenance Strategy has been prepared by JDW Architects Ltd on behalf of the applicant in support of the discharge of Planning Condition 15 attached to Planning Permission PL/22/0545 at 27–32 Market Place, Reading RG1 2DG.

This document sets out the operational procedures, management responsibilities and maintenance arrangements for the rear external courtyard area. It explains how the courtyard will be managed on a day-to-day basis to ensure that it operates safely, remains well maintained, and protects the amenity of existing and future occupiers.

The Strategy has been prepared in response to the requirements of Planning Condition 15 and demonstrates how the use of the courtyard will be managed through appropriate operational controls, customer management, noise management, cleaning, landscaping maintenance, waste management, servicing arrangements, external lighting, CCTV, security measures, complaints handling and ongoing monitoring.

This Strategy should be read in conjunction with the approved drawings and supporting documents listed in Section 5 and included as Appendices A–E, which together form the complete Operational Management & Maintenance Strategy for the site.

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1. Introduction

This Operational Management & Maintenance Strategy has been prepared by JDW Architects Ltd on behalf of the applicant in support of the discharge of Planning Condition 15 attached to Planning Permission PL/22/0545 for the redevelopment of 27–32 Market Place, Reading RG1 2DG.

The purpose of this Strategy is to demonstrate how the rear external courtyard area will be operated, managed and maintained following occupation of the development. It has been prepared to ensure that the courtyard can be used in a safe, well-managed and responsible manner whilst safeguarding the amenity of existing and future occupiers of the surrounding residential and commercial properties.

This Strategy responds directly to the requirements of Planning Condition 15 by setting out the operational management procedures for the courtyard area, including management responsibilities, customer supervision, operating hours, noise management, cleaning and maintenance, landscaping, waste management, servicing arrangements, external lighting, CCTV and security, complaints handling, and ongoing monitoring.

The Strategy should be read alongside the approved drawings and supporting documents listed in Section 5 and included as Appendices A–E, which collectively demonstrate how the courtyard will be managed and maintained throughout the lifetime of the development. These documents include the approved Ground Floor Plan, Landscape Plan, External Lighting Strategy, CCTV & Access Control Strategy, and Refuse & Servicing Strategy.

2. Planning Condition

Planning Permission PL/22/0545 includes the following planning condition relating to the operation and management of the rear external courtyard area:

Condition 15

Prior to first occupation/use of the rear external courtyard area hereby permitted an Operational Management & Maintenance Strategy for the courtyard area shall be submitted to and approved by the Local Planning Authority. The measures included within the approved Operational Management & Maintenance Strategy shall be provided in full in accordance with the approved details prior to first occupation/use of the courtyard area and the measures shall be retained in accordance with the approved details thereafter.

Reason: To safeguard the amenity of existing and future occupiers and to protect the general environment in accordance with Policies CC8, EN16 and EN17 of the Reading Borough Local Plan 2019.

Response to Condition 15

This Operational Management & Maintenance Strategy has been prepared specifically to satisfy the requirements of Planning Condition 15. The document demonstrates how the rear external courtyard area will be managed, operated and maintained following occupation of the development to ensure that the use of the courtyard does not result in unacceptable impacts on neighbouring residential or commercial occupiers.

The Strategy establishes clear operational procedures for the day-to-day management of the courtyard, including:

- Management responsibilities.
- Courtyard operation and customer supervision.
- Operating hours.
- Noise management and control measures.
- Alcohol management.
- Cleaning and maintenance.
- Landscape maintenance.
- Waste management and servicing.
- CCTV and access control.
- External lighting.
- Complaints handling.
- Monitoring and periodic review.

These operational measures have been developed alongside the approved drawings and supporting technical documents, including the Ground Floor Plan, Landscape Plan, External Lighting Strategy, CCTV & Access Control Strategy and Refuse & Servicing Strategy. Collectively, these documents demonstrate that the courtyard can be operated and maintained in a manner that safeguards the amenity of existing and future occupiers and accords with Policies CC8, EN16 and EN17 of the Reading Borough Local Plan 2019.

2.1 How this Strategy Satisfies Planning Condition 15

The table below identifies how the requirements of Planning Condition 15 have been addressed within this Operational Management & Maintenance Strategy and the accompanying approved drawings and supporting documents.

Requirement	How Addressed	Report Section	Supporting Drawing / Document
Management of the courtyard	Management procedures	Section 6	Appendix A – Ground Floor Plan
Courtyard layout	Customer movement and circulation	Section 7	Appendix A
Landscape maintenance	Maintenance procedures	Section 13	Appendix B – Landscape Plan

CCTV & Security	Surveillance and access control	Section 15	Appendix D – CCTV Strategy
External Lighting	Lighting design and operation	Section 16	Appendix C – Lighting Strategy
Waste & Servicing	Refuse management	Section 14	Appendix E – Refuse & Servicing Strategy
Management of alcohol consumption and customer behaviour	Alcohol management and customer supervision	Section 11	This Strategy
Complaints and ongoing monitoring	Complaints procedure and annual review	Sections 16–17	This Strategy

3. Purpose of the Strategy

The purpose of this Operational Management & Maintenance Strategy is to establish the operational procedures, management responsibilities and maintenance arrangements for the rear external courtyard area at 27–32 Market Place, Reading, in accordance with the requirements of Planning Condition 15 attached to Planning Permission PL/22/0545.

This Strategy has been prepared to demonstrate how the courtyard will be operated, managed and maintained following first occupation of the development to ensure that the use of the courtyard safeguards the amenity of existing and future occupiers and protects the surrounding environment. The Strategy sets out the procedures for:

- Management responsibilities and operational control.
- Courtyard operation and customer supervision.
- Operating hours.
- Noise management and customer behaviour.
- Alcohol management.
- Cleaning and maintenance.
- Hard and soft landscape maintenance.
- Waste management and servicing.
- CCTV and access control.
- External lighting.
- Complaints handling.
- Monitoring and periodic review.

This Strategy should be read in conjunction with the approved drawings and supporting technical documents listed in Section 5 and included as Appendices A–E. These documents provide the approved layout, landscaping, lighting, security, refuse and servicing arrangements that support the day-to-day operation and long-term management of the courtyard.

4. Site Description

The application site comprises 27–32 Market Place, Reading, a mixed-use development providing ground floor commercial units with residential apartments above. The rear courtyard is located to the rear of the building and serves the ground floor commercial accommodation, including Retail Units 01 and 02, which together comprise the approved public house, together with associated external amenity space.

The courtyard has been designed to provide an attractive, functional and secure external environment incorporating outdoor seating, pedestrian circulation routes, refuse and recycling stores, cycle parking, hard and soft landscaping, external lighting and CCTV surveillance. Residential apartments are located on the upper floors of the development and neighbouring properties adjoin the courtyard. Consequently, the courtyard will be managed and maintained to minimise noise, disturbance and other potential impacts on neighbouring occupiers while providing a safe and well-maintained external space.

The approved courtyard layout, including pedestrian routes, outdoor seating areas, refuse and recycling stores, cycle parking and access arrangements, is shown on the Proposed Ground Floor Plan (Drawing No. jw1077-141 Rev E) included as Appendix A.

The approved hard and soft landscaping proposals, including raised planters, planting, boundary treatments, street furniture and landscape maintenance requirements, are shown on the Proposed Courtyard Landscape Plan (Drawing No. jw1077-250 Rev B) included as Appendix B.

The approved external lighting, CCTV and access control measures, together with the refuse and servicing arrangements, are detailed within the supporting documents included as Appendices C, D and E and shall be operated and maintained in conjunction with this Operational Management & Maintenance Strategy.

5. Approved Documents

This Operational Management & Maintenance Strategy should be read in conjunction with the approved drawings and supporting technical documents listed below. Together, these documents establish the approved layout, operational arrangements and management measures for the rear courtyard area and demonstrate compliance with the requirements of Planning Condition 15.

Drawing/Document	Reference	Purpose
Proposed Ground Floor Plan	jw1077-141 Rev E	Shows the approved layout of the courtyard, pedestrian routes, outdoor seating area, refuse and recycling stores, cycle parking and access arrangements.

Proposed Courtyard Landscape Plan	jw1077-250 Rev B	Shows the approved hard and soft landscaping, raised planters, planting, boundary treatments, street furniture and long-term landscape maintenance requirements.
External Lighting Layout	jw1077-675	Shows the approved external lighting layout, luminaire locations, glare control measures and lighting strategy designed to minimise light spill and protect neighbouring amenity.
CCTV & Access Control Strategy	jw1077-653 to jw1077-656	Shows the approved CCTV camera coverage, access control systems, security measures and surveillance arrangements for the courtyard and residential areas.
Refuse & Servicing Strategy (Condition 8)	Rev A	Sets out the approved refuse and recycling arrangements, servicing procedures, collection methodology and long-term waste management strategy for the development.

The measures contained within these approved drawings and supporting documents shall be implemented, operated and maintained in conjunction with this Operational Management & Maintenance Strategy for the lifetime of the development.

6. Management Responsibilities

The rear courtyard shall be managed by the appointed Management Company, working in conjunction with the commercial operator of the approved public house occupying the ground floor units. The Management Company shall be responsible for ensuring that the courtyard is operated, maintained and monitored in accordance with this Operational Management & Maintenance Strategy and the approved planning drawings and supporting documents.

The Management Company shall appoint a Responsible Site Manager (or nominated representative) who shall oversee the day-to-day operation of the courtyard and ensure that all operational procedures and maintenance requirements are implemented. The Responsible Site

Manager shall also act as the primary point of contact for the commercial operators and maintenance contractors.

The Management Company shall be responsible for:

- Managing the day-to-day operation of the courtyard area.
- Monitoring the condition of the courtyard and associated facilities.
- Coordinating routine inspections and maintenance works.
- Appointing suitably qualified contractors to undertake landscape maintenance, cleaning, lighting maintenance, CCTV servicing, refuse management and any necessary repairs.
- Maintaining records of inspections, maintenance activities and any remedial works undertaken.
- Investigating complaints relating to the operation of the courtyard and implementing appropriate corrective actions where necessary.
- Reviewing this Operational Management & Maintenance Strategy on a regular basis to ensure that it continues to operate effectively.

Routine inspections of the courtyard shall be undertaken by the Management Company or its appointed representative to ensure that the courtyard remains clean, safe, secure and fit for purpose. Inspections shall include, where appropriate:

- General cleanliness and litter.
- Condition of paving and hard landscaping.
- Condition of planting and landscape features.
- Street furniture and seating.
- Refuse and recycling storage areas.
- External lighting.
- CCTV equipment.
- Drainage channels and access routes.

Any defects identified during inspections shall be recorded and appropriate remedial action arranged within a reasonable timescale, having regard to the nature of the defect and any associated health and safety implications.

The Management Company shall maintain appropriate records of inspections, maintenance activities, contractor visits, complaints and remedial works. These records shall be retained as part of the ongoing management of the development and made available for inspection by the Local Planning Authority upon reasonable request.

The Management Company shall ensure that all maintenance activities are carried out in accordance with the approved Landscape Strategy (Appendix B), External Lighting Strategy (Appendix C), CCTV & Access Control Strategy (Appendix D) and Refuse & Servicing Strategy (Appendix E). The approved landscape, lighting, CCTV, refuse and servicing arrangements shall be

retained and maintained for the lifetime of the development in accordance with the approved drawings and supporting reports.

The Management Company and Responsible Site Manager shall be appointed prior to first occupation of the development.

7. Courtyard Operation

The rear courtyard shall be operated in a safe, orderly and well-managed manner to ensure that it remains an attractive external amenity space while safeguarding the amenity of neighbouring residential and commercial occupiers.

The courtyard shall be managed by the appointed Management Company in conjunction with the commercial operator(s). During operating hours, staff shall regularly monitor the courtyard to ensure that it remains clean, safe and free from obstruction and that customers use the area in a responsible manner.

Outdoor tables, chairs and associated furniture shall be arranged to maintain clear pedestrian circulation routes and shall not obstruct emergency escape routes, access to residential entrances, refuse stores, cycle parking or fire exits. Furniture shall be maintained in a safe condition and repositioned where necessary to maintain unrestricted access throughout the courtyard.

The courtyard shall be inspected by staff before the commencement of trading each day to ensure that:

- All furniture is correctly positioned.
- Pedestrian routes and emergency escape routes remain unobstructed.
- The courtyard is clean and free from litter.
- External lighting, CCTV equipment and access routes are operational.
- Any defects or hazards are identified and reported to the Management Company.

During trading hours, staff shall regularly inspect the courtyard and shall:

- Remove empty glasses, bottles, crockery and litter at regular intervals.
- Maintain the cleanliness of tables and surrounding seating areas.
- Monitor customer behaviour and respond promptly to any unreasonable noise or anti-social behaviour.
- Ensure that refuse is not allowed to accumulate within the courtyard.
- Maintain safe pedestrian access throughout the area.

At the end of each trading day, the courtyard shall be inspected by the Duty Manager or nominated member of staff. All tables and seating areas shall be cleaned, loose furniture secured where appropriate, litter removed, and the courtyard left in a clean, safe and tidy condition. Any

maintenance issues identified during the inspection shall be recorded and reported to the Management Company for appropriate action.

The approved courtyard layout, including the location of the outdoor seating area, pedestrian circulation routes, cycle parking, refuse and recycling stores and access arrangements, is shown on the Proposed Ground Floor Plan (Drawing No. jw1077-141 Rev E) included as Appendix A. The approved hard and soft landscaping, raised planters and boundary treatments are shown on the Proposed Courtyard Landscape Plan (Drawing No. jw1077-250 Rev B) included as Appendix B. These approved arrangements shall be retained and maintained in accordance with this Strategy.

7.1 Customer Dispersal at Closing Time.

At the end of each trading period, staff shall supervise the orderly dispersal of customers from the courtyard. Customers shall be encouraged to leave the premises quietly and to respect neighbouring residents and businesses. Staff shall discourage unnecessary gathering within the courtyard or immediately outside the premises following closing. Where necessary, staff shall intervene to minimise noise and disturbance.

8. Operating Hours

The rear courtyard shall only be used during the operating hours authorised for the commercial premises. No customer use of the courtyard shall take place outside the authorised operating hours. The courtyard shall be managed in accordance with this Operational Management & Maintenance Strategy and any relevant planning permissions and licensing requirements.

No customer use of the courtyard shall take place outside the approved operating hours. At the end of each trading period, the courtyard shall be inspected by the Duty Manager or nominated member of staff to ensure that:

- Customers have vacated the courtyard in an orderly manner.
- Tables and seating areas have been cleared and cleaned.
- Empty glasses, bottles, crockery and litter have been removed.
- Loose furniture has been secured where appropriate.
- The courtyard is left clean, safe and free from obstruction.
- Any maintenance issues are recorded and reported to the Management Company.

The Management Company and commercial operator shall ensure that the courtyard is operated in accordance with the approved operating hours and the operational procedures contained within this Strategy. Any future changes to the operating hours shall be subject to the appropriate planning and/or licensing approvals where required.

The operational management arrangements contained within this Strategy shall be implemented prior to the first occupation and use of the courtyard area and shall thereafter be retained for the lifetime of the development.

9. Customer Management

The rear courtyard shall be actively supervised by the commercial operator during operating hours to ensure that the area is used in a safe, responsible and considerate manner.

Staff shall regularly monitor the courtyard throughout trading hours to ensure that customers behave appropriately and that the use of the courtyard does not result in unreasonable disturbance to neighbouring residential or commercial occupiers.

The commercial operator and Management Company shall implement the following customer management measures:

- Staff shall regularly supervise the courtyard throughout operating hours.
- Customer behaviour shall be monitored to minimise excessive noise, anti-social behaviour and any activity likely to cause nuisance to neighbouring occupiers.
- Customers shall be politely requested to respect neighbouring residents and businesses whilst using the courtyard.
- Appropriate signage shall be displayed, where necessary, requesting customers to keep noise to a minimum and leave the premises quietly.
- Staff shall intervene promptly where customer behaviour becomes disruptive or is likely to cause disturbance to neighbouring occupiers.
- Any anti-social behaviour, disorderly conduct or unreasonable noise shall be addressed immediately by the Duty Manager or nominated member of staff.
- Where appropriate, customers may be requested to leave the courtyard if their behaviour continues to cause disturbance after being advised by staff.
- At the end of trading hours, staff shall encourage customers to leave the courtyard in a quiet and orderly manner and discourage unnecessary gathering outside the premises.
- Any significant incidents relating to customer behaviour shall be recorded by the Management Company or commercial operator and appropriate corrective action implemented where necessary.

The Management Company shall periodically review any recorded incidents or complaints relating to customer behaviour and, where appropriate, implement additional management measures to ensure that the operation of the courtyard continues to safeguard the amenity of neighbouring occupiers.

The commercial operator shall ensure that the use of the courtyard remains ancillary to the approved commercial premises and is managed in a manner that does not give rise to unacceptable levels of noise, disturbance or anti-social behaviour. Staff shall take reasonable and proportionate action to minimise any adverse impacts on neighbouring occupiers, consistent with the objectives of Planning Condition 15 and the protection of residential amenity.

10. Noise Management

The protection of neighbouring residential amenity is a primary objective of this Operational Management & Maintenance Strategy. The rear courtyard shall be managed in a manner that minimises noise and disturbance to existing and future occupiers of the surrounding residential and commercial properties.

The approved layout of the courtyard, together with the proposed landscaping, has been designed to provide an attractive external amenity space while assisting in reducing potential noise impacts on neighbouring occupiers.

The courtyard layout, pedestrian routes and separation distances are shown on the Proposed Ground Floor Plan (Drawing No. jw1077-141 Rev E) included as Appendix A, whilst the approved landscaping proposals are shown on the Proposed Courtyard Landscape Plan (Drawing No. jw1077-250 Rev B) included as Appendix B.

To minimise noise and disturbance, the following operational measures shall apply:

- No external amplified music or amplified entertainment shall be provided within the courtyard unless separately approved by the Local Planning Authority and any other relevant licensing authority. No external loudspeakers or public address systems shall be installed or operated within the courtyard.
- Staff shall regularly monitor customer activity throughout operating hours to ensure that noise levels remain reasonable and do not cause unnecessary disturbance to neighbouring occupiers.
- The Duty Manager or nominated member of staff shall be responsible for monitoring the courtyard and responding promptly to any complaints or incidents relating to excessive noise.
- Where customer behaviour results in excessive noise or disturbance, staff shall intervene promptly and politely request that customers moderate their behaviour.
- Where necessary, customers may be requested to leave the courtyard if their behaviour continues to cause unreasonable disturbance after staff intervention.
- Clear and visible notices shall be displayed at exits, where appropriate, requesting customers to respect neighbouring residents and leave the premises quietly, particularly during the evening.
- Staff shall encourage the orderly and quiet dispersal of customers at the end of trading hours to minimise disturbance to neighbouring occupiers.
- Deliveries, servicing activities and refuse collection shall be undertaken in accordance with the approved Refuse & Servicing Strategy to minimise noise associated with operational activities.

The use of the courtyard shall remain ancillary to the operation of the public house and shall not be used for live music, DJs, public entertainment or other externally amplified events unless separately approved by the Local Planning Authority and authorised under the appropriate licensing regime.

Any complaint relating to noise or disturbance shall be recorded by the Management Company. The Duty Manager shall investigate the complaint, review the circumstances of the incident and implement appropriate corrective measures where necessary. Details of the complaint, investigation and any actions taken shall be recorded within the site management records.

Where repeated complaints or recurring operational issues are identified, the Management Company shall review the effectiveness of this Operational Management & Maintenance Strategy and implement additional management measures where appropriate to ensure that the operation of the courtyard continues to safeguard the amenity of neighbouring occupiers.

The measures set out within this section shall be implemented prior to the first occupation and use of the rear courtyard area and shall remain in place for the lifetime of the development.

The courtyard shall be managed as an ancillary external amenity area serving the approved commercial premises and shall not operate in a manner that gives rise to unacceptable levels of noise, disturbance or anti-social behaviour affecting neighbouring occupiers.

11. Alcohol Management

The rear courtyard forms part of the approved external amenity area serving Retail Units 01 and 02 (Public House). The operation of the courtyard, including the sale and consumption of alcohol where permitted, shall be undertaken in accordance with the relevant licensing requirements and the operational procedures set out within this Operational Management & Maintenance Strategy.

The commercial operator shall ensure that the courtyard is supervised throughout operating hours by suitably trained members of staff. Staff shall regularly monitor customer activity to promote responsible behaviour and ensure that the use of the courtyard does not result in unreasonable noise, disturbance or nuisance to neighbouring occupiers.

The following operational measures shall apply:

- Alcohol shall only be consumed within the courtyard during the authorised operating hours and in accordance with the relevant licensing requirements.
- The courtyard shall be actively supervised by staff throughout trading hours.
- Customer behaviour shall be monitored regularly to minimise excessive noise, anti-social behaviour and disturbance to neighbouring occupiers.
- Staff shall intervene promptly where customer behaviour becomes disruptive or is likely to cause nuisance.
- Customers shall be politely requested to respect neighbouring residents and businesses whilst using the courtyard.
- Clear signage shall be displayed, where appropriate, requesting customers to keep noise to a minimum and leave the premises quietly, particularly during the evening.

- At the end of trading hours, staff shall encourage the orderly and quiet dispersal of customers from the courtyard.
- Where appropriate, customers may be requested to leave the courtyard if their behaviour continues to cause unreasonable disturbance after staff intervention.
- Any incidents relating to customer behaviour, excessive noise or anti-social behaviour shall be recorded by the Duty Manager or nominated member of staff.

Repeated incidents or complaints shall be reviewed by the Management Company and, where necessary, additional operational measures shall be introduced to minimise any adverse impact on neighbouring occupiers.

The Management Company and commercial operator shall ensure that the use of the courtyard remains ancillary to the approved public house and is managed in a manner that safeguards the amenity of existing and future occupiers in accordance with Planning Condition 15 and Policies CC8, EN16 and EN17 of the Reading Borough Local Plan 2019.

Smoking is not permitted within the rear courtyard.

12. Cleaning, Landscape Maintenance & Inspection

The rear courtyard shall be inspected regularly by the Management Company or its appointed contractor to ensure that it remains clean, safe, secure and fit for use. Routine maintenance shall include litter removal, sweeping, inspection of paving, street furniture, drainage channels and landscape areas together with any necessary repairs or remedial works. All maintenance shall be undertaken in accordance with the approved Landscape Strategy (Appendix B) and this Operational Management & Maintenance Strategy.

12.1 Hard Landscaping Maintenance

Maintenance of the rear courtyard shall be undertaken in accordance with the approved Proposed Courtyard Landscape Plan (Drawing No. jw1077-250 Rev B), included as Appendix B, and this Operational Management & Maintenance Strategy. The Management Company shall ensure that all hard and soft landscaping, planting, street furniture and associated infrastructure are maintained to a high standard throughout the lifetime of the development. Routine maintenance of the hard landscaped areas shall include the removal of debris, litter and fallen leaves through regular sweeping. Hard surfaces shall be inspected regularly for defects, and any damaged or worn areas shall be repaired as soon as reasonably practicable. Where defects present a safety risk, the affected area shall be temporarily fenced off until repairs have been completed.

Street furniture, fencing, paving, drainage channels and associated fixtures shall be inspected regularly to ensure they remain safe, secure and in good condition. All maintenance shall be undertaken in accordance with good horticultural and property management practice. Hard landscaped areas shall be maintained to ensure safe pedestrian access is available at all times.

12.2 Soft Landscaping Maintenance

Maintenance of the landscaped areas shall be undertaken by a competent Landscape Contractor and shall remain the responsibility of the Management Company for the site.

All soft landscape elements shall be maintained and guaranteed by the landscaping installer during the 12-month defects liability period. Following expiry of the defects period and during the subsequent four years, the Landscape Contractor shall inspect all planting and notify the Management Company of any trees, shrubs or plants that are dead, dying, vandalised or suffering from poor growing conditions.

Any failed planting shall be replaced during the next available planting season with specimens of the same species and specification as originally approved.

Maintenance visits shall be undertaken at regular intervals and increased where seasonal conditions require additional works.

12.3 Planting Maintenance

Routine planting maintenance shall include the following activities:

- Watering during prolonged dry periods.
- Pruning and reshaping shrubs and trees.
- Weeding and cultivation of planting beds.
- Fertilising where required.
- Replenishing mulch.
- Monitoring plant health.
- Replacement of dead or defective planting.
- Adjustment of stakes and ties.
- Seasonal thinning of shrubs where necessary.
- Dead-heading flowering shrubs to encourage continued flowering.

Replacement planting shall normally take place between October and March, or later where container-grown stock and weather conditions allow.

12.4 Pest and Disease Management

Where treatment is required, works shall be undertaken at appropriate times to minimise any impact upon the operation of the courtyard and neighbouring occupiers. The Landscape Contractor shall monitor all planting for signs of pests and disease and shall immediately notify the Management Company of any significant issues together with recommendations for appropriate treatment.

Any chemical treatments shall only be undertaken by suitably qualified operatives holding the appropriate NPTC certification and in accordance with the manufacturer's recommendations and the Code of Practice for the Safe Use of Pesticides for Non-Agricultural Purposes. Records of all chemical applications shall be maintained.

Where vermin become a problem, suitable pest control measures shall be implemented following approval by the Management Company.

Chipping and shredding of vegetation shall not take place on site without prior approval.

12.5 Irrigation and Water Management

An external water supply shall be maintained for landscape maintenance purposes.

During periods of drought or water restrictions, the Landscape Contractor shall submit alternative watering proposals to the Management Company, including the use of mobile water bowzers where appropriate.

12.6 Contractor Responsibilities

The appointed Landscape Contractor shall:

- Undertake regular maintenance visits throughout the year.
- Programme maintenance activities to suit seasonal and weather conditions.
- Maintain inspection and maintenance records.
- Report defects and maintenance issues to the Management Company.
- Replace failed planting where required.
- Ensure all maintenance operations are completed safely and to a high standard.
- Maintain the courtyard in accordance with the approved Landscape Strategy and good horticultural practice.

The Landscape Contractor shall report any defects that may affect the safe operation or appearance of the courtyard to the Management Company, which shall arrange for appropriate remedial works to be undertaken within a reasonable timescale.

The approved landscape maintenance arrangements shall be implemented prior to the first occupation and use of the courtyard and shall thereafter be retained and maintained throughout the lifetime of the development in accordance with the approved Landscape Plan (Appendix B) and this Operational Management & Maintenance Strategy.

13. Waste & Servicing

Waste storage, servicing arrangements and refuse management shall be implemented and maintained in accordance with the approved Refuse & Servicing Strategy (Condition 8) included as Appendix E, together with the approved Proposed Ground Floor Plan (Drawing No. jw1077-141 Rev E) included as Appendix A, which identifies the location of the refuse and recycling stores and servicing arrangements.

All waste generated by the commercial premises shall be stored within the approved refuse and recycling stores. Waste shall not be stored within the courtyard or on the public highway, except during agreed collection periods where necessary.

Waste collections shall be undertaken by an appointed licensed waste contractor in accordance with the approved servicing arrangements. Collection times shall be managed to minimise disturbance to neighbouring occupiers and to avoid unnecessary obstruction of the surrounding highway network.

The Management Company shall ensure that the refuse stores remain clean, secure and in good condition at all times. Routine inspections shall be undertaken to ensure that:

- Refuse store walls remain structurally sound and free from openings that could allow access by pests or vermin.
- Refuse store doors remain fully operational and self-closing.
- Internal waste containers are maintained in good condition and fitted with tight-fitting lids.
- Waste containers are not overfilled.
- Bin lids remain closed when not in use.
- Appropriate signage is displayed where necessary to remind occupiers of the waste management procedures.

The refuse storage areas shall be cleaned regularly using the installed drainage gullies to maintain appropriate hygiene standards and minimise odours.

The Management Company shall appoint a suitably qualified pest control contractor to monitor the site for signs of vermin activity and implement appropriate pest control measures where necessary. Measures may include inspections, bait stations, traps and other approved pest management techniques where required.

Commercial occupiers shall be responsible for ensuring that waste is appropriately segregated, securely stored and presented for collection in accordance with the approved waste management procedures.

The approved refuse, servicing and waste management arrangements shall be retained and maintained throughout the lifetime of the development in accordance with the approved Refuse & Servicing Strategy (Appendix E) and this Operational Management & Maintenance Strategy.

13.1 Deliveries

Deliveries and servicing shall be undertaken in accordance with the approved Refuse & Servicing Strategy (Appendix E). Delivery vehicles shall use the approved servicing arrangements and shall not obstruct pedestrian routes, emergency access or neighbouring properties. Deliveries shall be managed by the commercial operator to minimise disruption to surrounding occupiers and shall take place only during the approved servicing hours.

14. CCTV & Security

The rear courtyard shall be protected by the approved CCTV & Access Control System, which has been designed to provide appropriate surveillance of the courtyard, pedestrian routes and access points in accordance with the approved CCTV & Access Control Strategy (Appendix D). The approved CCTV camera locations and access control measures are illustrated within the drawings contained in Appendix D.

The CCTV and security arrangements shall assist the Management Company and commercial operator in maintaining a safe, secure and well-managed environment for customers, residents and visitors.

The following operational measures shall apply:

- The CCTV system shall operate continuously (24 hours a day, 7 days a week).
- CCTV cameras shall provide coverage of the rear courtyard, access routes and other approved locations shown on the CCTV Strategy drawings.
- Recorded CCTV footage shall be retained securely in accordance with the operator's data management procedures and all applicable data protection legislation.
- Access to recorded CCTV footage shall be restricted to authorised personnel only.
- The CCTV system shall be regularly inspected and maintained by a competent contractor to ensure that it remains fully operational.
- Any faults or defects identified shall be reported to the Management Company and repaired within a reasonable timescale.
- The electronic access control system shall be maintained to ensure secure access to the residential accommodation and other controlled areas of the development.
- The Management Company shall ensure that all approved CCTV and access control measures remain operational throughout the lifetime of the development.

The approved CCTV installation and access control measures shall be maintained in accordance with the approved CCTV & Access Control Strategy (Appendix D) and this Operational Management & Maintenance Strategy. The system shall support the day-to-day management of the courtyard, assist in investigating incidents where necessary and contribute to the protection of neighbouring amenity by providing an effective means of monitoring customer activity and security within the site.

15. External Lighting

The external lighting serving the rear courtyard shall be operated and maintained in accordance with the approved External Lighting Strategy (Appendix C). The approved lighting design has been developed to provide a safe, secure and attractive environment for users of the courtyard whilst minimising any adverse effects on neighbouring residential amenity.

The approved external lighting layout and specification are shown on the External Lighting Strategy (Appendix C) and shall be retained and maintained throughout the lifetime of the development.

The following operational measures shall apply:

- External lighting shall be maintained in accordance with the approved External Lighting Strategy (Appendix C).
- Lighting shall utilise downward-facing luminaires designed to minimise glare and light spill beyond the site boundary.
- Lighting levels shall be maintained to provide safe pedestrian movement throughout the courtyard whilst avoiding unnecessary light intrusion into neighbouring residential properties.
- Any defective lighting units shall be repaired or replaced within a reasonable timescale using equivalent fittings, unless otherwise agreed with the Local Planning Authority.
- The lighting installation shall be inspected periodically by the Management Company or its appointed contractor to ensure that it remains fully operational and continues to perform in accordance with the approved lighting design.
- Any future alterations to the external lighting arrangement shall be undertaken only where they remain consistent with the approved Lighting Strategy or have been agreed with the Local Planning Authority where required.

The approved lighting design contributes to the safe operation of the courtyard whilst protecting the amenity of neighbouring occupiers by minimising glare, light spill and unnecessary illumination beyond the site boundary. The approved lighting arrangements shall be retained and maintained throughout the lifetime of the development in accordance with the approved External Lighting Strategy (Appendix C).

The external lighting strategy forms part of the overall operational management of the courtyard and supports the safe use of the external amenity area during the approved operating hours whilst ensuring that lighting does not give rise to unacceptable impacts upon neighbouring residential amenity.

16. Complaints Procedure

The Management Company and commercial operator shall operate an effective complaints procedure to ensure that any concerns relating to the operation of the rear courtyard are investigated promptly and appropriate corrective action is taken where necessary.

Complaints may relate to matters including, but not limited to:

- Noise and disturbance.
- Customer behaviour.
- Waste management.
- Cleaning standards.
- Lighting.

- Security.
- General operation of the courtyard.

Upon receipt of a complaint, the following procedure shall apply:

1. The complaint shall be received and recorded by the Management Company or the Duty Manager.
2. The details of the complaint shall be entered into the site complaints log.
3. The Duty Manager shall investigate the complaint as soon as reasonably practicable.
4. Where appropriate, relevant CCTV footage, staff observations and operational records shall be reviewed to establish the circumstances of the complaint.
5. Appropriate corrective action shall be implemented where required.
6. The complainant shall be provided with a response where appropriate.
7. The outcome of the investigation and any actions taken shall be recorded within the site management records.

Where repeated complaints or recurring operational issues are identified, the Management Company shall review the effectiveness of this Operational Management & Maintenance Strategy and implement any additional operational or management measures necessary to minimise disturbance and protect neighbouring amenity.

The complaints procedure shall form part of the ongoing management of the development and shall be retained throughout the lifetime of the development.

The Management Company shall seek to resolve any complaints promptly and proportionately, with the objective of ensuring that the operation of the courtyard continues to safeguard the amenity of neighbouring occupiers in accordance with Planning Condition 15 and Policies CC8, EN16 and EN17 of the Reading Borough Local Plan 2019.

17. Monitoring & Review

The Management Company shall be responsible for monitoring the implementation and effectiveness of this Operational Management & Maintenance Strategy throughout the lifetime of the development. The purpose of the monitoring process is to ensure that the rear courtyard continues to operate in a safe, well-managed and responsible manner whilst safeguarding the amenity of neighbouring occupiers.

The Management Company shall undertake regular reviews of the operation of the courtyard, including consideration of:

- Customer behaviour and supervision.
- Noise and disturbance.
- Cleaning and maintenance standards.

- Landscape maintenance.
- Waste management and servicing arrangements.
- CCTV and security systems.
- External lighting.
- Complaints received and actions taken.
- Maintenance records and contractor performance.

The Management Company shall maintain appropriate records of inspections, maintenance activities, complaints, incidents and remedial works undertaken. These records shall be retained as part of the ongoing management of the development and shall be made available to the Local Planning Authority upon reasonable request.

This Operational Management & Maintenance Strategy shall be formally reviewed:

- Annually as part of the routine management of the development.
- Following any significant complaint relating to the operation of the courtyard.
- Following any significant operational change affecting the use or management of the courtyard.
- Where monitoring identifies recurring issues that require additional management measures.

Where necessary, the Management Company shall implement appropriate corrective actions to ensure that the operation of the courtyard continues to safeguard neighbouring amenity and remains consistent with the objectives of Planning Condition 15.

The Management Company shall ensure that the measures contained within this Strategy continue to be implemented and maintained throughout the lifetime of the development.

The findings of each review shall be recorded by the Management Company and used to inform any necessary updates to operational procedures, maintenance practices or management arrangements to ensure the continued effective operation of the courtyard.

18. Compliance Statement

This Operational Management & Maintenance Strategy has been prepared specifically to discharge Planning Condition 15 attached to Planning Permission PL/22/0545.

The Strategy establishes the operational procedures, management responsibilities and maintenance arrangements for the rear external courtyard area and demonstrates how the courtyard will be managed, operated and maintained to safeguard the amenity of existing and future occupiers.

The measures contained within this Strategy include:

- Management responsibilities and operational control.

- Courtyard operation and customer management.
- Operating hours.
- Noise management and customer behaviour controls.
- Alcohol management.
- Cleaning and maintenance.
- Landscape maintenance.
- Waste management and servicing.
- CCTV and access control.
- External lighting.
- Complaints handling.
- Monitoring and periodic review.

Together, these measures provide a comprehensive operational management framework that will minimise noise, disturbance and other potential impacts associated with the use of the courtyard whilst maintaining a safe, attractive and well-managed environment.

This Strategy shall be read in conjunction with the approved drawings and supporting documents listed in Section 5 and included as Appendices A–E, namely:

- Appendix A – Proposed Ground Floor Plan (Drawing No. jw1077-141 Rev E)
- Appendix B – Proposed Courtyard Landscape Plan (Drawing No. jw1077-250 Rev B)
- Appendix C – External Lighting Strategy
- Appendix D – CCTV & Access Control Strategy
- Appendix E – Refuse & Servicing Strategy (Condition 8)

Collectively, this Operational Management & Maintenance Strategy and the approved supporting documents demonstrate that the rear courtyard can be managed, operated and maintained without causing unacceptable harm to neighbouring residential amenity.

Accordingly, it is considered that the requirements of Planning Condition 15 have been fully addressed and that the Strategy accords with Policies CC8 (Safeguarding Amenity), EN16 (Pollution) and EN17 (Noise Generating Equipment) of the Reading Borough Local Plan 2019.

The measures contained within this Strategy shall be implemented prior to the first occupation and use of the rear courtyard area and shall thereafter be retained and maintained for the lifetime of the development unless otherwise agreed in writing by the Local Planning Authority.