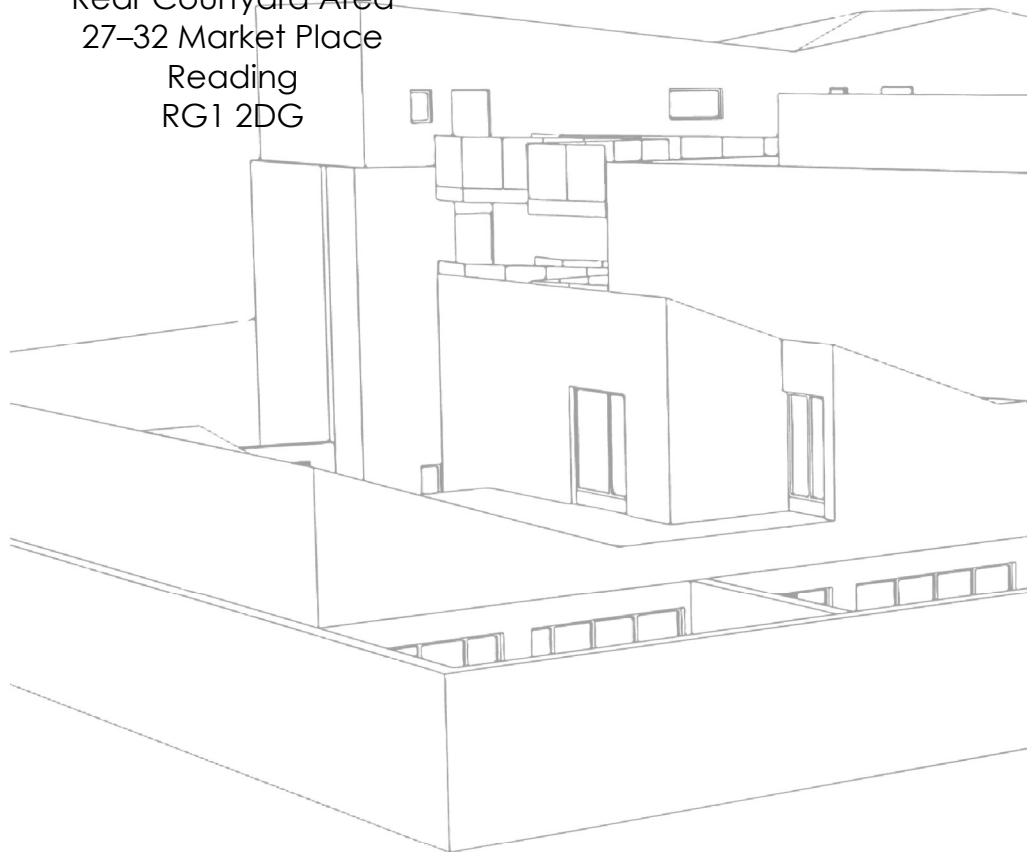


Operational Management & Maintenance Strategy

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
24.09.2026	B	Revised following LPA comments: references to matters controlled under separate conditions removed; strategy focused on courtyard operational management, noise, customer behaviour and amenity protection.	KS

Document Status

Operational Management & Maintenance Strategy

REVISION B: Updated following the Local Planning Authority's latest comments. References to CCTV/access control, refuse/servicing, external lighting and detailed landscaping have been removed from this Condition 15 strategy because those matters are controlled under separate planning conditions.

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 day-to-day maintenance arrangements for the rear external courtyard area. It explains how the courtyard will be managed to protect the amenity of existing and future occupiers, with particular regard to customer supervision, noise, behaviour, closing and dispersal.

The Strategy has been revised in response to the Local Planning Authority's comments and is limited to matters directly relevant to Condition 15. It addresses operational control, customer management, noise, alcohol-related behaviour, cleaning and routine courtyard maintenance, complaints handling and ongoing monitoring.

Matters controlled under separate planning conditions, including detailed landscaping, refuse/servicing, CCTV/access control and external lighting, are not relied upon within this Strategy for the discharge of Condition 15.

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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 so that its use does not give rise to unacceptable noise, disturbance or loss of amenity to surrounding residential and commercial occupiers.

This Strategy responds directly to the requirements of Planning Condition 15 by setting out management responsibilities, customer supervision, operating controls, noise management, alcohol and behaviour controls, closing and dispersal procedures, cleaning and routine maintenance, complaints handling and ongoing monitoring.

The Strategy is intentionally confined to the operational management and maintenance measures necessary for Condition 15. Detailed landscaping, refuse/servicing, CCTV/access control and external lighting matters are dealt with under separate planning conditions and are therefore excluded from this Condition 15 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. It demonstrates how the rear courtyard will be actively managed to prevent unreasonable noise, disturbance, anti-social behaviour and other impacts on neighbouring 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.
- Complaints handling.
- Monitoring and periodic review.

These measures are focused on the matters identified by the Local Planning Authority as necessary to safeguard surrounding amenity, particularly outdoor drinking, customer noise, loud voices, rowdy or anti-social behaviour, music/entertainment and customer dispersal at closing time.

2.1 How this Strategy Satisfies Planning Condition 15

The condition is addressed through a single operational management framework focused on protection of neighbouring amenity. The relevant controls are contained within this Strategy itself and do not depend upon details submitted under other planning conditions.

The principal controls comprise active staff supervision; authorised hours; noise and behaviour management; alcohol management; prohibition of unauthorised amplified music/entertainment; quiet closing and dispersal; routine cleaning and maintenance; incident and complaint recording; and regular management review.

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.
- Complaints handling.
- Monitoring and periodic review.

The Strategy is self-contained for the purposes of Condition 15. Matters dealt with under other planning conditions are intentionally excluded so that this document addresses only the operational management and routine maintenance controls necessary to protect surrounding amenity.

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 provides external amenity space associated with the ground-floor commercial accommodation, including outdoor seating and pedestrian circulation. Residential apartments are located above and neighbouring properties adjoin the courtyard. The operational controls in this Strategy are therefore intended to minimise noise, disturbance and anti-social behaviour affecting those occupiers.

5. Management Responsibilities

The rear courtyard shall be managed by the appointed Management Company in conjunction with the commercial operator of the approved public house. The Management Company shall ensure that the courtyard is operated, supervised, maintained and monitored in accordance with this Strategy.

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.
- Arranging cleaning, routine maintenance and any necessary repairs to the courtyard.
- 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.
- Street furniture and seating.
- 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 routine maintenance activities are undertaken in a manner that avoids unnecessary noise and disturbance to neighbouring occupiers.

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

6. 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.
- Access routes are clear and any obvious safety or maintenance issues are identified.
- 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 the litter, empty glasses and other operational debris are 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 courtyard shall be kept in an orderly arrangement with clear pedestrian circulation and access routes. Any operational furniture shall be positioned and managed so that it does not create obstruction or encourage unmanaged congregation close to residential access points.

6.1 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.

7. 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.

8. 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.

9. 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.

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.

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.

10. 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.

11. Cleaning, Inspection & Routine Maintenance

The rear courtyard shall be inspected and maintained as part of the day-to-day operation of the premises. The purpose of these measures is to keep the area clean, safe and orderly without duplicating landscape details controlled under separate planning conditions.

Before opening, staff shall check that the courtyard is clean, free from litter and broken glass, that furniture is safely positioned, that circulation and emergency routes are unobstructed and that any obvious defects or hazards are reported.

During operation, empty glasses, bottles, crockery and litter shall be removed at regular intervals. Spillages and hazards shall be dealt with promptly and tables and circulation areas kept clean and clear.

At closing, the courtyard shall be left clean, safe and tidy. Furniture handling, bottle collection and cleaning shall be undertaken carefully to avoid unnecessary impact noise, particularly during evening periods.

Paving, drainage channels, boundaries, furniture and other courtyard fixtures shall be inspected at appropriate intervals and kept in safe condition. Defects shall be repaired within a reasonable timescale, with urgent hazards made safe without delay. Routine maintenance shall be programmed to minimise disturbance to neighbouring occupiers.

12. Closing and Customer Dispersal

Closing time is a key period for protecting neighbouring residential amenity. At the end of each authorised trading period the Duty Manager or nominated member of staff shall supervise an orderly closure of the courtyard.

Customers shall be given sufficient notice that the courtyard is closing and shall be encouraged to leave quietly and to respect neighbouring residents and businesses.

Staff shall discourage lingering, congregation, shouting or raised voices within the courtyard or immediately outside the premises following closure.

Empty glasses and bottles shall be removed carefully and furniture shall be secured without dragging or other avoidable noisy handling.

A final check shall confirm that all customers have left, the courtyard is clean and safe, and any significant closing-time incident has been recorded.

13. 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.
- Cleaning standards.
- 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, staff observations, incident records and other relevant 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.

14. 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.
- 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.

15. 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.
- 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 is submitted as a self-contained operational management and maintenance strategy for Condition 15. Detailed landscaping, refuse/servicing, CCTV/access control and external lighting matters are excluded because they are controlled under separate planning conditions.

The operational measures within this Strategy provide a focused framework for controlling the use of the courtyard and minimising noise, disturbance and anti-social behaviour affecting 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.