

**Secret Group Limited**  
**180 Arlington Road, NW1 7HL**

# Operational Management Plan

Draft

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## Introduction

This operational management plan has been prepared to outline the measures, policies and procedures being put into place to successfully manage the operational aspects of the Secret Cinema development at 180 Arlington Road, London, NW1 7HL.

The site, a former bingo hall, will be transformed into a multipurpose immersive events venue. The venue will host a single event or 'show', which will be installed into the venue over a number of weeks, and then the show would be open to the public for a number of months.

This operational management plan covers the following phases:

- Works required to 'activate' the site, transforming into an events venue.
- Installation of a show
- Running of a show
- Removal of a show

This is a living document, and will be updated on a regular basis as required.

## Noise Management

### Activation / Show Installation Phase

External 'noisy' works will be limited to 08:00 – 18:00 Monday to Friday and 08:00 – 13:00 on Saturdays. In this instance, noisy works are those which can be heard outside the boundary of the build site. It should be noted however that:

- No percussive works are to take place
- No heavy construction works are to be carried out

Internal and 'quiet' works may, at times, take place 24 hours a day. These activities will not result in noise being heard outside of the boundary of the build site, and staff, contractors and visitors will be advised not to make noise when leaving the building during unsocial hours (i.e. between 20:00 and 08:00). Quiet works may include:

- Installation of prefabricated exhibition displays
- Electrical works
- Painting and decorating
- Cleaning and general maintenance

### Show Running Phase

During the show running phases, it is not anticipated there will be any noise break out sufficient so as to cause a nuisance.

The existing building is well insulated, with very little glazing. Fire exits will be kept closed as all times, and this will be monitored by venue staff.

The shows are likely to be self limiting in the noise, due to their 'pulse format' nature, ie where the venue is further divided into rooms, with a different group in each, so noise in room A cannot be so loud as to disturb room B.

Should this arrangement be changed for future shows a detailed noise management plan will be prepared and put into place.

## Access / Egress

Outside of show running phases, the majority of work will be carried out during standard hours. Where late working is required, all staff will be reminded during their site inductions to leave the venue in a quiet manor.

Further details can be found in the Audience Dispersal Plan, which is attached to this document.

## Opening Hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Venue Servicing	08.00 - 17.00	08.00 - 17.00	08.00 - 17.00	08.00 - 17.00	08.00 - 17.00	08.00 - 17.00	08.00 - 17.00
Venue Open to Public	10.00 - 00.00	10.00 - 00.00	10.00 - 00.00	10.00 - 00.00	10.00 - 00.00	10.00 - 00.00	12.00 - 23.00
Regulated Entertainment	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	12.00 - 23.00
Late Night Refreshments	23.00 - 23.30	23.00 - 23.30	23.00 - 23.30	23.00 - 23.30	23.00 - 23.30	23.00 - 23.30	-
Sale or supply of alcohol	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	10.00 - 23.30	12.00 - 22.30

## Occupancy Management

The venue was previously designed to an overall capacity of 1,200. Secret Cinema are currently proposing an overall capacity of less than 500.

The venue is licensed to be solely ticketed, so capacity will primarily be managed through ticket sales. Any on the day sales will be processed through the same ticketing system, to ensure that overall numbers do not exceed the design capacity.



## Queue Management

The site has been designed so as to ensure audience members are able to enter the foyer area prior to any processing steps, such as ticketing and security checks.

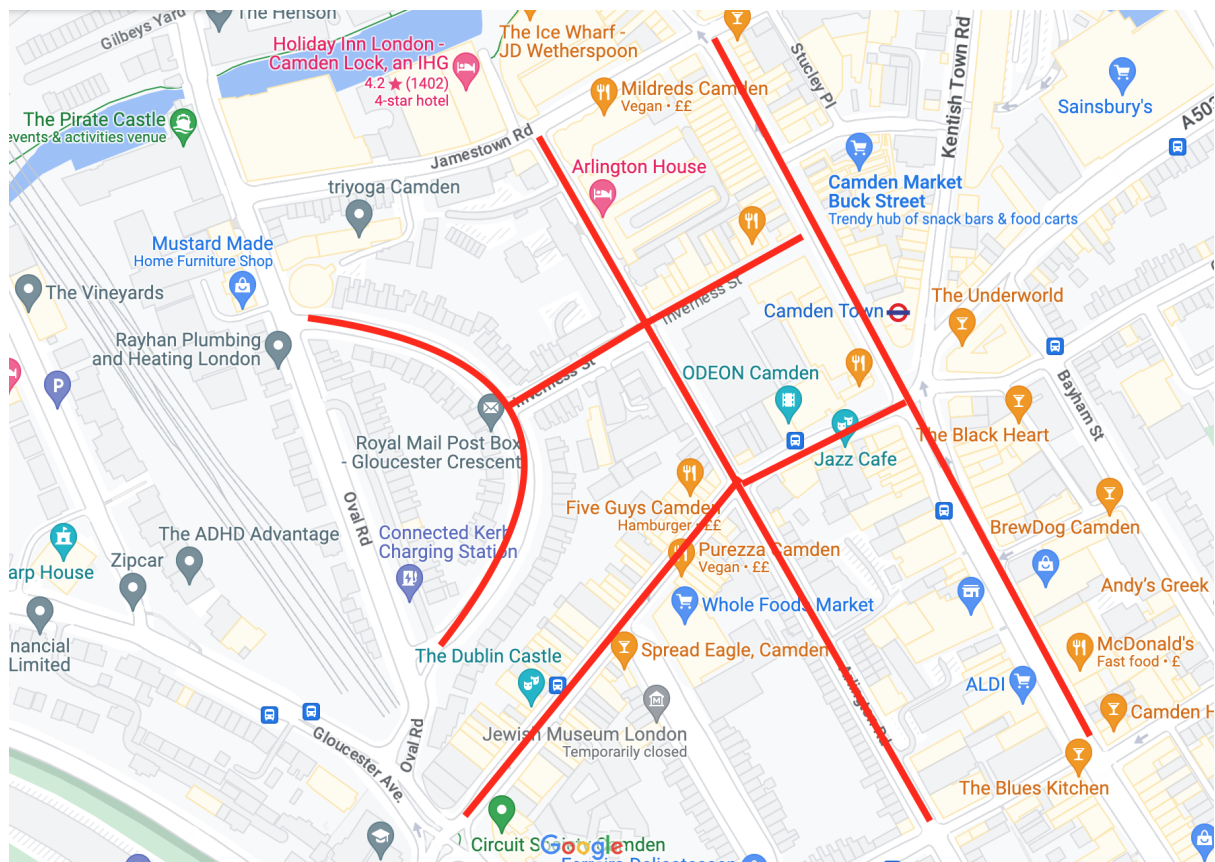
In addition to this the experience has been designed to follow a 'pulse format', so visitors arrive in groups no more than 24 every 15 mins. This ensures that at no point will there be any need for any external queueing.

Further details can be found in the Audience Dispersal Plan, which is attached to this document.

## Local Consultation

Secret Group Limited always aims to be a 'good neighbour' for all its sites, and prides itself on maintaining good working relationships with all key stakeholders.

On the 4th September 2023, Secret Group Limited held 2 open community meetings, a total of 1038 invitations to this were sent by letter to surrounding properties, both commercial and residential. The below map shows the area to which those invitations were distributed.



On the 4th September, 2 sessions were held, attendance for which is laid out below;

Session Time	Attendance - Residents
13.00	2
18.30	1

Further to this consultation, the following people who hold an interest in the local community were contacted. Conversations are ongoing with the relevant people, and any feedback received will be actioned where possible.

Councillor Jonathan Simpson MBE	Camden Council
Zerritha Brown - Head of Culture	Camden Council
David Waterson - Arts Development Officer	Camden Council
STEAM HUB	Camden Council
Simon Pitkeathley - CEO Camden Town Unlimited	Stakeholder
Oliver O'Neill - General Manager Holiday Inn - Camden Lock	Stakeholder
Amy Lane	Night Czar
Patricia Callaghan - Temp Leader Camden	Camden Council
Richard Cotton - Councillor for Camden Town ward	Camden Council
Anthony Stoll - Camden Town Conservation Area Advisory Committee	Stakeholder
Kate Gibb - Head of Inclusive Economy	Camden Council
Matt Cooper	Camden Council
Segal Abdi-Wali	Camden Council
Margaret Richardson	Conservation Committee

## Visitor Management

Secret Cinema have a long established relationship with their audiences, and are skilled in managing them in and around sites in which they operate. Secret Cinema have a proven track record of achieving this across sites in London, and have very few instances of unacceptable behaviour.

The focus of the events planned is primarily that of immersive theatre, and while there is a bar available onsite, this is intended to be ancillary to the main use, helping eliminate any issues with problem drinking.

In line with our licensing condition, appropriate signage will be prominently displayed at the exit to the venue.

## Contact Details

• *Information about the owner's representative (including name and contact details) that are to be made available to the Council and all local residents at all times to ensure any issues or concerns are dealt with in efficient and effective manner;*

### During Initial Activation Period

Name	Role	Number	Email
Dozen Special Projects	Site Management	020 7175 1180	arlington@dozen.co.uk
Residents Line	Ops Management	TBC	community@secretcinema.org

### During Show Install / Live

Name	Role	Number	Email
Residents Line	Ops Management	TBC	community@secretcinema.org

## Complaints Protocol

A community email address (community@secretcinema.org) and mobile phone number will be supplied to local residents and businesses.

This protocol provides the operating methodology for dealing with noise complaints, but the same applies to other reports.

### Stage 1 – Receiving Complaints

#### During an Event

Call directly to Residents Complaint Line		Operations Manager Liaises with Resident	Action moves to Stage 2
Call to Camden Council Control Room	Camden Council report issue directly to Residents Complaint Line	Operations Manager Liaises with Resident	Action moves to Stage 2

#### Outside Event Hours

Call directly to Residents Complaint Line	Resident Leaves Message	Operations Manager Liaises with Resident	Action moves to Stage 2
Call to Camden Council Control Room	Camden report issue directly to Residents Complaint Line	Operations Site Manager Liaises with Resident	Action moves to Stage 2

## Stage 2 – Dealing with Complaints

In all circumstances the following information will be collected from the resident:

- Name (for tracking purposes)
- Address (if a noise complaint, in order to check where the issues are)
- Contact telephone number (for follow up)
- Time and Date
- Nature of the Issue
- Action that is to be taken

The resident will also be asked to put their complaint in writing to Secret Group Limited (as detailed in future resident communications).

For noise complaints:

Once a complaint has been received, the Operations Manager will inform the Community Manager immediately. The Operations Manager will investigate the sound issues and request that the sound levels are investigated and attenuated depending on the circumstances. The Community Manager will contact the resident and arrange to visit the property to measure sound levels. If necessary, the Community Manager will then follow up with the resident or revisit the property to evaluate the action that has been taken

For all other complaints:

Once a complaint has been received, the Operations Manager will inform the Community Manager immediately. The Operations Manager will investigate the issue, involving relevant teams where appropriate. If necessary, the Community Manager will then follow up with the resident or revisit the property to evaluate the action that has been taken

Details of all reports will be sent to the management team at Secret Group Limited. If necessary details will also be sent to the Environmental Health Office of The London Borough of Camden Council, to include any actions taken.

## Plan Review Policy

It is proposed that this plan is reviewed on an ongoing basis. This will primarily be on each new event, which will enable any event specific issues to be identified and mitigated.

This plan will also be updated should any specific issues arise, or following any change in circumstances.