

Operational Management Plan

HORSE HOSPITAL FIRST FLOOR
FEBRUARY 2025

OPERATIONAL MANAGEMENT PLAN

THE DARK HORSE COLLECTIVE

First Floor Horse Hospital, The Terrace, and Units 87/88 Camden NW1 8AH

Concept

The Dark Horse Collective is a new brand launched by Tape London, designed as a dynamic hub for musicians, filmmakers, dancers, digital creators, visual artists, podcasters, fashion industry professionals, and wellness experts. Rooted in Camden's artistic and cultural legacy, it will serve as a versatile space blending live and recorded music, immersive performances, and industry networking opportunities.

Tape London is a leading entertainment and hospitality operator, with a decade of experience managing high-profile venues. In addition to its renowned Mayfair venue, Tape London has expanded globally, with Tape Mykonos, Tape pop ups in Dubai, Abu Dhabi, Budapest and Montenegro, multiple recording studios in London, a creative hub in Balersea, and international pop-ups in key cultural cities worldwide.

The Dark Horse Collective will operate as a single brand across all three venues, ensuring a seamless and interconnected experience for guests. The concept is built around cultural programming that transitions smoothly from daytime to evening, offering a mix of artistic collaborations, curated social gatherings, and premium hospitality experiences.

The venue will feature:

Live and recorded music performances, showcasing both established and emerging talent.
Immersive experiences combining music, storytelling, and interactive elements.

Film screenings, creative industry panels, and networking events.

Wellness and movement classes, including music-driven fitness sessions, dance workshops, and creative talks.

Fashion and visual arts showcases, fostering collaboration between artists, designers, and cultural tastemakers.

Podcasting and media industry discussions, offering a platform for storytelling, industry insight, and emerging talent.

This Operational Management Plan (OMP) supports the following three interconnected venues:

First Floor: A multi-purpose entertainment and cultural space, hosting live and recorded music, immersive events, private hire activations, and wellness activities.

Ground Floor: A high-end dining and social space, featuring live and recorded music, themed nights, and industry-led events.

The Terrace: A curated rooftop destination, offering a sophisticated food and beverage programme, music-led experiences, and intimate creative gatherings.

The First Floor of the Horse Hospital will serve as the flagship space for The Dark Horse Collective's live and recorded music programme, featuring performances, private showcases, and immersive cultural activations. Designed in collaboration with leading industry professionals, it will be known as a global destination for artists, creatives, and cultural innovators.

All three venues will be operated under The Dark Horse Collective as a single brand, sharing bar and hospitality services, security measures, and guest management protocols, ensuring a cohesive and well-integrated cultural destination.

Description of Activity

Building on Tape London's deep roots in the music and entertainment industry, The Dark Horse Collective will celebrate Camden's rich creative heritage by offering a diverse mix of live and recorded music performances, immersive experiences, and cultural programming.

The First Floor will serve as a versatile cultural hub, hosting a wide range of music and entertainment events, including:

- Live and recorded music performances, providing a platform for both emerging and established talent.
- Curated music-led experiences, blending sound with interactive and immersive elements. Private industry showcases and networking events, fostering connections between creatives, producers, and industry leaders.
- Film screenings, media premieres, and storytelling-driven performances.
- Seasonal activations, including themed events and exclusive cultural pop-ups. The venue will also act as an educational and career development space, hosting:
 - Workshops and masterclasses led by industry professionals across music, film, fashion, and digital media.
 - Panel discussions and networking sessions, designed to support emerging talent.
 - A structured training and mentoring programme, ensuring young creatives gain hands-on experience in hospitality, music, and event production.

The Ground Floor (Units 87/88) will be a refined yet welcoming social and dining space, featuring:

- Live and recorded music performances in an intimate setting.
- Music-driven themed nights and private events, bringing together industry professionals and cultural influencers.
- A relaxed but high-energy atmosphere, designed for socialising, industry networking, and curated dining experiences.

The Terrace will be an open-air extension of The Dark Horse Collective, offering:

- A premium food and beverage experience, complemented by live and recorded music programming.
- Exclusive rooftop gatherings, cultural showcases, and music-led experiences subject to acoustic constraints.
- A flexible space for industry networking and private hire events.

All three spaces will operate as part of The Dark Horse Collective's integrated brand, ensuring a cohesive and seamless experience across music, hospitality, and creative culture.

Operational Management Plan

The Operational Management Plan (OPM) sets out our minimum operating standards and the policies and procedures to be followed by all staff. The manual will be reviewed regularly to ensure any changes at the premises or to licensing laws are addressed.

The aim and purpose of OPM is to promote the Four Licensing Objectives: -

- **The Prevention of Crime & Disorder**
- **Public Safety**
- **The Prevention of Public Nuisance**
- **The Protection of Children from Harm**

The OPM will cover the following areas:

Terms of Entry
Young People
Search & Seizure
Preventing and Dealing with Intoxication
Drugs
Guest Welfare and Dealing with the Vulnerable
Ejections
Security Roles & Responsibilities
Security Code of Conduct
Dealing with Serious Incidents
Sexual Assaults
Crime Scene Preservation
Theft Prevention
Staff Code of Conduct
Events & Private Hire
Incident Reporting & Due Diligence Records
CCTV & Body Worn Cameras
Identity Scanners
Terrorism

The OPM will include an External Management Plan (EMP) that addresses the management of guests arriving, queuing, smoking, leaving and dispersal.

The policies and procedures contained within the OPM will be incorporated into staff induction and training sessions.

Management and Staffing

The venue will be overseen by our group management team, inclusive of Group Food and Beverage Manager, Commercial Director, Head of Finance, Head of New Business and Head of Production.

On site there will be a team of individual duty managers for each space during all operational hours, overseen by a Venue General Manager, who will have an onsite office.

In addition, it is anticipated that around 30 duty staff will be on shift during operational hours, comprising venue technicians, box office staff, bar staff, floor staff, ushers, chefs, waiting staff and

stewards who will liaise regularly with the Markets security team.

Waste Management

Refuse will be managed in accordance with The Camden Stables Market waste collection infrastructure and stored in a dedicated waste area onsite.

Staff Access

All staff will sign-in with their relevant duty manager on arrival on site, via the main entrances to each space. Staff access will be recorded via a centralised timesheet system. Duty managers will be key holders and will be responsible for staff access. A cleaning agency will be appointed with limited access to the site for cleaning prior to staff arriving on site.

Hours of Operation

The usual hours of operation will be split between the three venues as below:

The 1st Floor Horse Hospital:

The venue will be open to the public at the following times (times may vary within these maximum hours):

Mon - Sat 12:00 - 02:00

Sun 10:00 - 00:00

Capacities of the First Floor, 87/88 and Terrace will be calculated by our independent fire risk assessor, in consultation with local authorities.

Bicycle Parking

Bicycle parking is available in the local vicinity and within The Camden Stables Market. Additionally, the First Floor cloak room will accommodate up to 15 foldable bikes and foldable personal mobility vehicles for both staff and visitors.

Neighbour Relations

Tape London will communicate with neighbours to ensure they are given information and points of contact for enquiries.

We will attend local residential and commercial meetings regularly, as recommended by The Camden management team. We are aware that there are residential dwellings in the vicinity of the venue and will ensure that any necessary acoustic restrictions are put in place. Any physical works associated with the use of the site will be subject to separate and express planning permission and listed building consent.

Acoustic Management

We have experience in mitigating sound bleed and maintaining pre-programmed audio level to ensure any conditions or limitations are achieved, as detailed below.

We will make use of directional speakers to enable a more immersive and impactful sound for customers, while allowing for quieter total music levels in the venue than would usually be required. Our sound systems can be pre-programmed via theatre sound control systems, ensuring once sound levels are set and agreed with relevant external agencies, they will be consistent at every performance.

While our sound systems are designed to minimise acoustic disruption, we will work with our

acousticians to pre-set decibel limiters in the venue, where appropriate, to ensure acoustic levels do not exceed any conditional limits. Any physical works associated with the use of the site will be subject to separate and express planning permission and listed building consent.

Entry and Exit Plans

All visitors will enter via The Stables Market.

The First Floor will be accessed by ticket holders or invited guests only. Access will be granted at the "Door Open" times, typically 45 minutes prior to a production or event. We plan to use the entrance at the centre of the space for visitors, with queuing occurring down the side of the building towards the main entrance to the Stable Market. We offer 45 minutes between the doors opening and the show starting to encourage spaced arrival of guests and offer pre-show entertainment within the venue. Typically, this leads to minimal and efficiently processed external queuing at fixed times before the production or event commences.

The Ground Floor will be accessed directly from the North Yard of the Stables and will consist of table service in unit 87 and casual seating in unit 88. There will be a host at unit 88 to seat guests. The First Floor dispersal will vary depending on the production or ancillary event. Typically, after a production, a third of the guests will depart as soon as the show finishes, a third after a chat (a Single drink) and a third will stay until closing time. Where there are post show events or entertainment, these will also be ticketed and behave in a similar manner to the above.

The Terrace and Ground Floor will have more traditional exit strategies and dining will be closed at 23:00, allowing for only bar snacks. Last orders will be announced 30 minutes before the end of licensable activity and a 30-minute margin will be placed between the end of the sale of alcohol and the venue closing to allow for staggered dispersal. The Terrace will be used as a smoking area after the Terrace is closed as a drinking establishment and subject to the same hours of operation and operational code as the First Floor, but without licensable activity.

Security and Audience Management

A dedicated security control room with CCTV and communications console will be installed (subject to separate listed building consent), which will be accessible by trained Duty Managers and Security Staff on site. This will include, but is not limited to, front facing cameras at every entrance to the premises and back bar.

A Security Industry Authority security trained personnel member will be present at the venue during operational hours, after 6pm an SIA security guard will be present at all venue entrances and this will be extended to additional floating security personnel during peak hours.

As mentioned below, additional security will be specifically deployed to the First Floor theatrical production, as required for audience and staff safety, in partnership with the external theatre Company

Ushers, stewards and duty managers are all afforded SIA training in our organisations, ensuring that the workforce is confident in managing audiences.

Where possible, our casts and crews will be trained on our security procedures and how to inform security of any incidents in an efficient but discreet manner.

Bespoke audience management protocols are implemented for each event.

The venue operators will engage with Operation Angela, The local Pub Watch Groups, attend TOSCA briefings and engage in Camden's specific safety programmes. The Camden Market 24-hour security surveillance will be ancillary to the use of HH's system and the main external building security presence.

Food and Beverage

There will be three kitchens on the site: the main kitchen will be at the rear of Unit 87 and will provide food for the Ground Floor as well as ancillary preparation for the Terrace. The Terrace will have a basic kitchen facility attached to the cocktail bar, for a simple bar menu. The First Floor will have a flexible kitchen space for in-show dining and events.

There will be two main bar spaces, the Ground Floor bar in 88 and the Terrace bar space. We will create temporary bars in the First Floor dependent on the production design, these bars will usually, but not exclusively, be for ticket holders and invited guests for intervals or pre/post show drinks.

Health and Safety Full risk assessment will be carried out on the building and regularly reviewed. Our venue management team, along with third party contractors will carry out daily inspections and keep an asset and maintenance log.

3Safety Fire has been appointed as fire safety consultant.

Full risk assessment will be carried out on the building and regularly reviewed. Each new event will require a new risk assessment to be submitted to venue management.

Internal Health and Safety procedures are robust and compliant with ABTT, HSE and Theatre industry best practices.

All contractors will be required to provide a method statement, copies of insurance and comply with in-house policies.

Deliveries and Transport

Deliveries will comply with The Stable's loading strategy; deliveries will occur between 8am and 7pm (usually before 12pm) wherever possible. On occasion, deliveries will take place before this time outside of our control, where this occurs, we will contact the supplier to recommend alternative arrangements.

During show change-overs additional deliveries may take place between 0700 and 2100, but additional noise controls including engine shut-off will be imposed