

REPORT

VENUE MANAGEMENT PLAN

ST GILES CIRCUS
GALLERY DEVELOPMENT

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1 INTRODUCTION

This Venue Management Plan, hereafter referred to as the **VMP**, assumes that the Urban Gallery, the Event Gallery and all associated ancillary spaces, hereafter referred to as **the gallery development**, will be managed by an independent operator engaged by the owners of the St. Giles Circus Development, hereafter referred to as **the site**, and managed by their site manager.

This document sets out in overview terms the proposed method of operation for the gallery development, and the appointed independent operator will be required to adopt the core principles set out here.

Please note that whilst this overarching document addresses the gallery development as a whole, there will be a requirement for each event organiser wishing to hire the gallery development to produce an Event Management Plan, hereafter referred to as an **EMP**, specific to their event. The necessary content of their EMP is referenced throughout this document and a template intended for distribution to potential hirers is included in the attached appendix.

This document is specifically concerned with public safety and with ensuring that the operation of the development will not result in a loss of amenity to any of the surrounding businesses or residencies.

Issues of particular note in this regard include:

- The proximity of the site to the Crossrail escalators and station exit.
- The proposed construction of a 350-seat venue at 1 Oxford Street, immediately opposite the St. Giles development, and the resultant potential for simultaneous demand on local services such as public transport.

In addition to off-site neighbours, the necessary relationships with the on-site hotel and restaurants have also informed much of the content of this document.

2 THE DEVELOPMENT

The gallery development includes two primary public spaces that will be available for hire as events venues together with a number of ancillary catering, technical, general support and administration spaces.

The two primary public spaces are:

2.1 THE URBAN GALLERY

Located at street level, the Urban Gallery is effectively a piazza within the site boundary that through the use of sliding glazed panels can be open to the public realm on both the Charing Cross Road and Centrepoint facades. The piazza also opens onto the internal access route linking the Centrepoint facade to Denmark Place and allows free movement between the piazza and the adjacent food court. The transparent nature of the Urban Gallery is such that it will effectively become part of the general circulation around the St. Giles Circus and Crossrail areas and will be routinely traversed by both local and visiting pedestrians.



The Urban Gallery will function in the main as a large-format digital exhibition area

The anticipated breakdown of display screen content, which will all be 'U' rated, is as follows:

- | | |
|--|-----|
| • Virtual Retail / Brand Space | 70% |
| • Public Information / Community Use | 15% |
| • Music Related Content / Curated Art / News | 15% |

In addition, the display screens will form part of the operators' marketing and crowd management system in a number of ways:

- Event information and status updates
- Directions/Wayfinding
- Local transport timetables and updates

The display screens will be in sleep mode between the hours of midnight and 0700.

2.2 THE EVENT GALLERY

Located directly below the Urban Gallery, the Event Gallery is a state-of-the art, flexible auditorium space. A feature public stair and two fully-accessible, front-of-house elevators link the space with a street-level entry foyer located towards the centre of the site on Denmark Place.



The Event Gallery will function in the main as a space for hire, capable of housing a broad range of activities such as:

- Exhibitions
- Product Launches
- Retail Events
- Live Music
- Book Launches
- Film Screenings
- Corporate Events/Conferences
- Awards ceremonies/Media Broadcasts
- Fashion Shows

The site will be fully operational within the confines of the boundary line, in other words it will not be assumed that crowd spill-out into the street is acceptable under any circumstances. Whilst the two gallery spaces are very different in both form and function, they will be required to work together and to continuously support each other in order to maintain the operational integrity of the site.

In addition to the public-facing entry routes described above, there are a series of dedicated escape cores which are described in detail later in this report.

3 PROGRAMME OVERVIEW

The manner in which the wider development is to be used will be directly informed by the manner in which the two gallery spaces are programmed.

It is anticipated that the independent operator of the gallery development will have full responsibility for the programming of all content in both the Urban Gallery and the Event Gallery although there may be a contractual requirement binding the operator to an overarching site-wide artistic or branding policy yet to be developed.

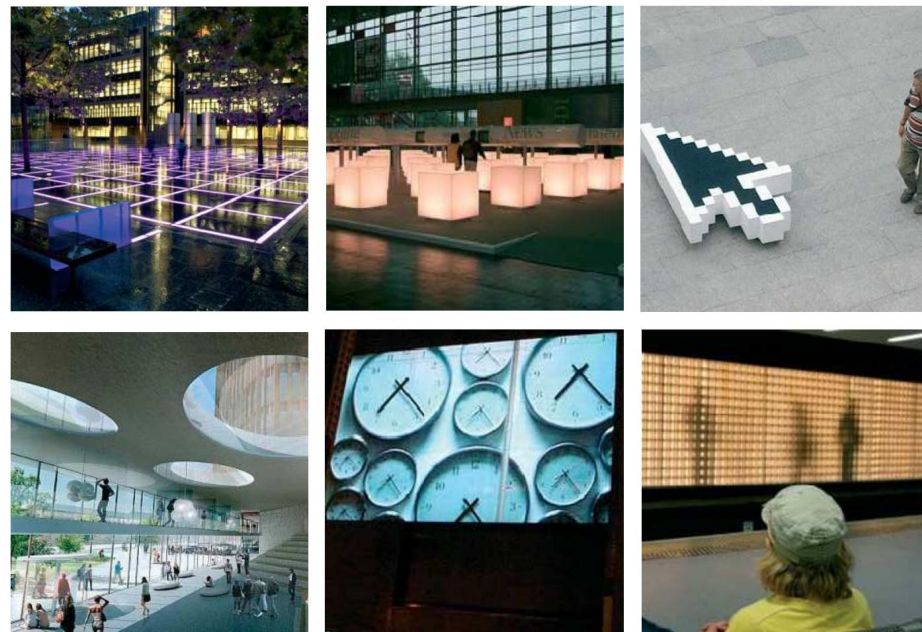
It is anticipated that there will be two programmers employed by the operator as the skill set required for curating digital content differs significantly from that required when programming live content. These may be part-time positions that come together under the commercial leadership of a general manager of similar.

The operator will be required to ensure that a gallery-development-wide approach is taken to programming, e.g. if the programme in the Event Gallery is likely to result in a maximum capacity attendance of 800, the Urban Gallery will be closed off to the public realm in order that it can become a ticket hall and audience holding area so it should not be simultaneously programmed. It is anticipated that this scenario will occur once per calendar month throughout the year. This arrangement is explored more fully later in this document. Similarly, the operator will be required to liaise with the site manager to ensure as part of site-wide programming and in particular the use of site-wide security systems and staff.

Whilst both spaces are large, empty areas with substantial concealed performance infrastructures and are therefore able to accommodate any event – subject to compliance with all relevant regulations – a specific target programme has been identified as being particularly relevant given the location of the development.

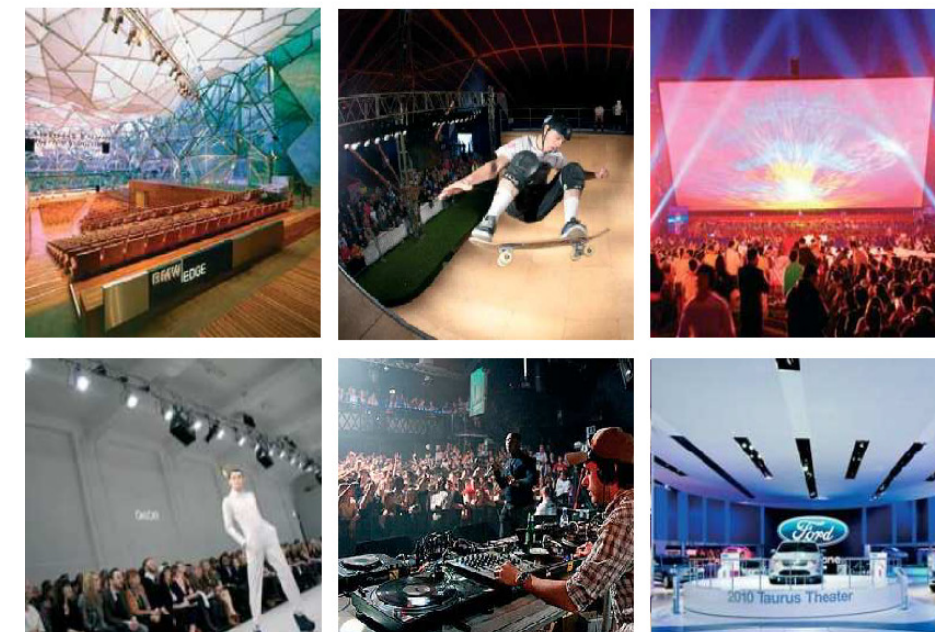
3.1 THE URBAN GALLERY

- Digital media exhibition – curated artistic content
- Live digital feeds – seasonal information, news, updates
- Content streaming – performances, events
- Digital marketing – billboard space
- Interactive content – smartphone accessible
- Brand activation – product launches
- Brand showcasing – trade events
- Bookable space associated with the hotel – receptions, large meetings
- Immersive content - atmospheric content
- Event Gallery content - event relay broadcasts



3.2 THE EVENT GALLERY

- Exhibitions - trade shows/gallery events
- Product Launches - high-profile public/press events
- Retail Events - seasonal markets
- Live Music – bands/choirs/concerts
- Book Launches - high-profile readings/press events
- Film Screenings – art-house/new releases
- Corporate Events/Conferences – large/small/single area/multi-space/cafe-bar/fully catered
- Awards ceremonies/Media Broadcasts
- Fashion Shows - catwalk/multi-space



Unlike a more traditional Central London gallery or venue, it is anticipated that the majority of the programmed content on the site will be of a short-run nature, pop-up exhibitions, one-day performances, weekend markets rather than six-month bookings and as a result, there will be a high degree of turnaround activity taking place across the site.

The operator will ensure that all vehicular access and timed activity restrictions on the site are fully detailed in any information provided to potential content providers as part of the programming process. Responsibility for ensuring that all content providers operate in a compliant manner will sit in the first instance with the operator and thereafter with the relevant statutory authority.

4 SITE RESTRICTIONS

Current site restrictions are listed below:

- The site will be open to the public between 0900 hours and 2330 hours Monday to Thursday.
- The site will be open to the public between 0900 hours and midnight Friday and Saturday.
- The site will be open to the public 0900 hours and 2230 hours on Sunday unless otherwise agreed in writing by the Local Planning Authority.
- Servicing to any part of the site will take place between 0700 hours and 2200 hours and will be from Denmark Street only.
- There will be no overnight servicing allowed under any circumstances.
- Servicing vehicles will only be allowed to park up in Denmark Street whilst servicing activity is taking place, after which they must leave the roads adjacent to the site.
- There will be no tour bus parking on the site or on the roads adjacent to the site.
- Only the servicing bays will be used by service vehicles.

The servicing bays are illustrated on drawing number 12015 - VMP - 007 contained in the appendix to this document.

The technical fit-out of each of the gallery spaces is such that in typical operating conditions the requirements to bring additional heavy equipment on to the site will be minimal and will be by special arrangement only, such as in the case of a major event where a Temporary Event Notice, (TEN) may be necessary.

5 ORGANISATION

5.1 THE STAFF TEAM

The gallery development operator’s organisation will sit directly beneath and report to the site manager.

Whilst the structure of the independent operator’s organisation is a matter for them, there are a number of key positions that will be essential in ensuring the safety and operational fitness for purpose of the development. A number of assumptions have been made about the roles and responsibilities within the anticipated team; these are reflected here (C-Core Team, F/T – full time, P/T – part-time, CAS – Casual):

Executive Team:

- General Manager – C, F/T
- Administrative Assistant – C, F/T

Programming Team:

- Programmer – The Urban Gallery – C, P/T
- Programmer – The Event Gallery – C, P/T

Events Team – Specialists in their respective fields, first-aid training, fire marshal training and customer care training:

- Events Manager – C, F/T
- House Manager – C, P/T
- FoH Staff – CAS, including a trained Designated Fire Person

Ticketing/Marketing Team:

- Ticketing/Marketing Manager – C, F/T
- Marketing Staff - C, F/T
- Ticketing Telesales Staff – C, P/T
- Ticketing Counter Staff – C, P/T & CAS

Technical Team – Specialists in their respective technical fields, Health & Safety training, manual handling training and work at height training as appropriate:

- Digital Technology Manager/IT Manager – C, F/T
- Technical Manager/Health & Safety Manager – C, F/T
- Deputy Technical Manager (Sound) – C, F/T
- Assistant Technical Manager (Light) – C, F/T
- Event/Performance Crew - CAS

Security Team - Door steward training, first-aid training and fire marshal training (in liaison with the site-wide Security Team):

- Security Manager/Fire Officer - C, F/T
- Security Staff – C, P/T
- Stewards – CAS

Catering Team: It has been assumed that the catering offer will be provided by an external third-party contractor and as such the staff will be considered as stand-alone visitors with no dedicated role in the management of the public in an emergency scenario.

5.2 KEY EVENT MANAGEMENT CONTACTS

Included in every individual EMP there will be a section completed by the operator confirming the primary contact details for the member of the core management team on duty for and attached to that particular event. These will include:

- Full name
- Role in the organisation
- Company address
- Home address
- Company landline number
- Company mobile telephone number
- Home landline number
- Personal mobile telephone number
- Company e-mail address
- Personal e-mail address

Similar details will also be included for a second member of the senior core team in for use in the event that the primary contact is unavailable.

Included in every individual EMP there will be a section completed by the event organiser/hirer confirming the primary contact details for the two most senior people from their organisation who will be on site during the event. The required details are similar to those listed above.

5.3 MANAGEMENT ACCOMMODATION

The Executive, Programming, Events and Ticketing/Marketing Teams, (and Ticketing Telesales) will be located in the gallery development administration offices located in the site management suite on Level +04 of the building. This location will facilitate the co-ordination required between the gallery development operator and the site manager. Installed technical systems will provide the necessary links between the administration offices and the galleries and support spaces below.

The Technical Team will be located in the back of house technical office located on Level -02 in the Event Gallery. Duty managers, front of house and catering staff will be located in the staff accommodation located on Level -02 in the secure area behind the bar.

The Security Team and designated fire person/s will work out of both the central site security office and the staff accommodation located on Level -02 in the secure area behind the bar.

6 PEDESTRIAN & AUDITORIUM ANALYSIS

6.1 MAXIMUM CAPACITY

Under typical operating conditions the Urban Gallery will be an open piazza linked directly to the public realm and as such is a transient space without a specified maximum capacity. Only when the piazza is enclosed to house a specific event or to function as a support space to the Event Gallery does capacity become relevant. It is anticipated that this scenario will take place no more than once every calendar month. In the event that the piazza is enclosed, a through-route will always be maintained to allow pedestrians to traverse the site without the need to divert around the perimeter. The method of enclosure and the type of support function will determine the appropriate maximum capacity as described later in this section of the report.

The Event Gallery will accommodate a maximum capacity of 800.

Maximum attendance is most likely to be achieved in performance mode for an evening or a weekend event when it can be assumed that the total number of attendees will be present for the duration.

The day-time hours attendance will be considerably less than the maximum 800. It will vary from event-to-event but is anticipated to be in the region of 400 with fluctuations over the course of the day as for example, visitors drift in and out of a seasonal market or a trade show.

Anticipated attendances together with the expected rate of build-up and exit of those attendees will be included in the EMP for any given event.

This range of capacities is reflected in the sample EMP's included in the appendices to this document.

6.2 PEOPLE FLOW SCENARIOS OVERVIEW

In order to establish the most effective manner in which to manage the large numbers of people moving onto the site, circulating around it and leaving, a pedestrian capacity assessment has been carried out and as a result two effective people flow management options have been developed.

These options will be adopted by the operator's security team and the operator will ensure the implementation of the most effective option relative to the needs of each specific event. The selected people flow option will be recorded on the EMP.

It is understood that the implementation of either of these options will effectively transform the manner in which the site can be used by, for example, regular commuters who pass through it in a daily basis. As a means of addressing this, wayfinding staff will be deployed at the site boundary in each option and where

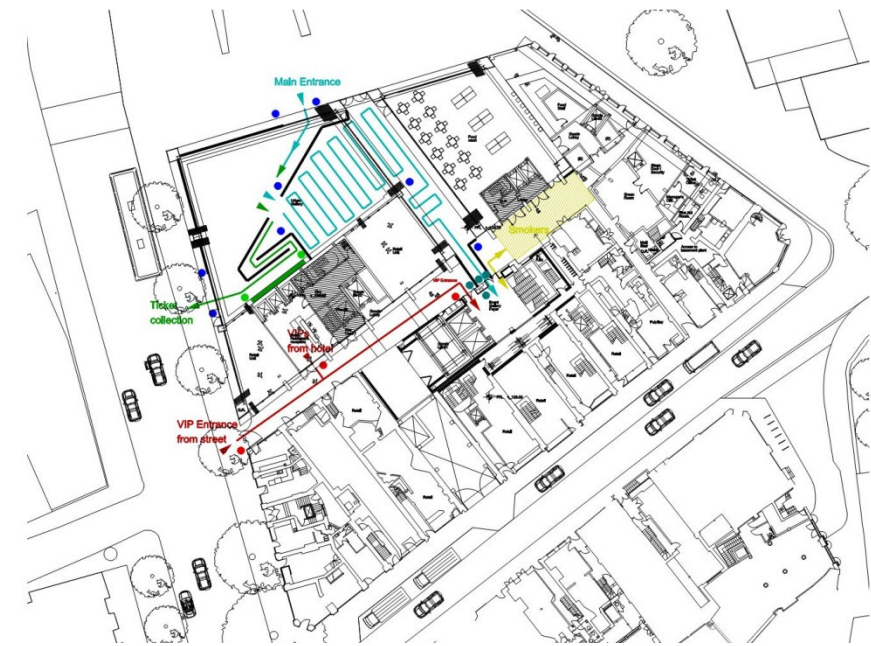
appropriate display signage or digital media will offer advance notice of any forthcoming closures. The operator will ensure that the site manager and the site-wide security team are fully involved in all decisions surrounding queuing strategies.

Each of the people flow options assumes a maximum attendance of 800 in the Event Gallery. Each option looks at four key components in the management of people flow through the site (Emergency egress is dealt with elsewhere in this report):

- Arrival at the site and queuing
- Ticketing
- Pedestrian accumulation
- Egress and the onward journey

6.2.1 OPTION ONE - URBAN GALLERY AVAILABLE

Option One comes into play when the Urban Gallery is available for use as a ticketing hall and queue holding pen - no more than once per calendar month.



6.2.1.1 ARRIVAL AT THE SITE AND QUEUING

In this option the site perimeter is treated as follows:

- Glazed facade to Charing Cross Road - closed, (see note below on entry points)
- Glazed facade to Centrepont - closed, (see note below on entry points)
- Glazed facade to Food Court alley - open

- Glazed facade from Food Court alley - closed
- Denmark Place links to Denmark Street, St. Giles High Street and Charing Cross Road - closed

All closures are achieved by centrally monitored escape doors or gates with the exception of the glazed panels in which case alternative exit doors are provided.

Two points of entry to the site are created:

- Controlled entry via the Denmark Place to Charing Cross Road gate – this will be the VIP entrance as it allows direct access without queuing or encountering large on-site gatherings.
- Public entry via a selected area of open glazing from the Urban Gallery to either Charing Cross Road or to Centrepont. It is anticipated that this entry point will be relatively large in size and will be located directly opposite the Crossrail escalators and exit as a means of minimising gatherings on the footpath between the two. In this option this entry point does not form part of the security line for the building in that ticket collection will take place once inside the building, however there will be two way-finding stewards located at this entry point as a means of ensuring that all visitors passing through this entrance are intended audience members.

In addition to allowing visitors to join the queues described beneath, these entry points will allow pedestrians to traverse the site as normal rather than having to divert around the perimeter.

Assembled attendees will be clear of the surrounding public realm and footpaths, are under cover and therefore protected from inclement weather and are presented with the opportunity to interact with the digital media in The Urban Gallery and effectively have an enhanced queuing experience.

A temporary barrier system will be deployed in the Urban Gallery as a means of ensuring that the anticipated number of attendees can be adequately accommodated, that the queue moves in the correct direction and that stewards can rapidly access any point in the queues.

Assuming a maximum attendance of 800, there will be eight stewards in the Urban Gallery, including the two on at the entry point. Upon passing through the Urban Gallery, the queue will then move into the Food Court alley and across Denmark Place to the main entry point to the Event Gallery.

There are three double doors to the Event Gallery foyer. The central door will be the main entry point, the door towards the Charing Cross Road end of Denmark Place will be the VIP entry point and the door towards the St. Giles High Street end of Denmark Place will be the attendees in/out door to an area of Denmark Place identified as the smoker's area.

There will be a bank of pop-up toilets immediately adjacent to the smoker's area. Tickets will be inspected at this point and four stewards will manage the people flow as described above.

In this option the Event Gallery audience does not at any point cross the hotel entrance, the hotel reception will have controlled access via the Denmark Place to Charing Cross Road gate and VIP's staying in the hotel can step from reception onto the VIP access route.

Option One is illustrated on drawing numbers 12015 - VMP - 001 and 12015 - VMP - 002 contained in the appendix to this document.

6.2.1.2 TICKETING

The manner in which any event is ticketed will vary significantly in response to the type and scale of the event. For example, a product launch may be by invitation only, a pop-up event may have tickets released on the day and a high-profile open event may sell out well in advance of the date of the performance.

It is anticipated that in people flow terms the most challenging of these will be the maximum capacity, sell-out event where tickets booked in advance have to be collected upon arrival at the venue.

An area within the Urban Gallery has been designated as a ticket collection point where a bank of temporary ticket collection machines will be located. There will also be ticketing staff on hand to deal with any queries that arise. In this option the temporary barrier system will ensure no crossover between ticketing queues and door queues.

This proposal ensures that there will not be excessive queues on the footpath outside the ticket office on St. Giles High Street, where only counter sales will take place.

6.2.1.3 PEDESTRIAN ACCUMULATION

Enclosing the Urban Gallery to the surrounding public realm should not adversely result in excessive pedestrian accumulation around the site boundary as there will always be a through-route maintained for those wishing to traverse the site.

Whilst it is accepted that people leaving the Crossrail exit may glimpse the digital screens through the glazed facades and pause to view the content, the volume of people likely to accumulate here is not anticipated to be large as queuing for a maximum attendance event is likely to begin at 1900 hours or later when the main evening peak flows have passed, so rather than gather in the public realm, those viewing the screens will be able to do so from inside the site. During the evening peak most flows will be heading onto the escalators and into the Crossrail station rather than leaving it.

The Urban Gallery glazing will be kept open in its entirety for as long as possible during peak periods. Alternatively, minimal information will be provided on the display screens during the evening peak period leading up to the queuing period as a means of discouraging pedestrians to gather.

6.2.1.4 EGRESS AND ONWARD JOURNEY

At the conclusion of a maximum attendance event it is anticipated that the majority of attendees will leave the site via the same route by which they arrived, although it is intended that a number of stewards will be redeployed to areas beyond the site boundary to offer assistance in dispersing leavers and moving them off site in the most expedient manner.

The primary exit point from the Event Gallery will be the three glazed doors to Denmark Place. Once in Denmark Place the stewards will direct leavers into the Urban Gallery piazza, which will have been opened up to the surrounding streets, allowing leavers to disperse across a large area.

The digital screens in the Urban Gallery will be displaying the latest travel updates from London Transport together with bus and train timetables.

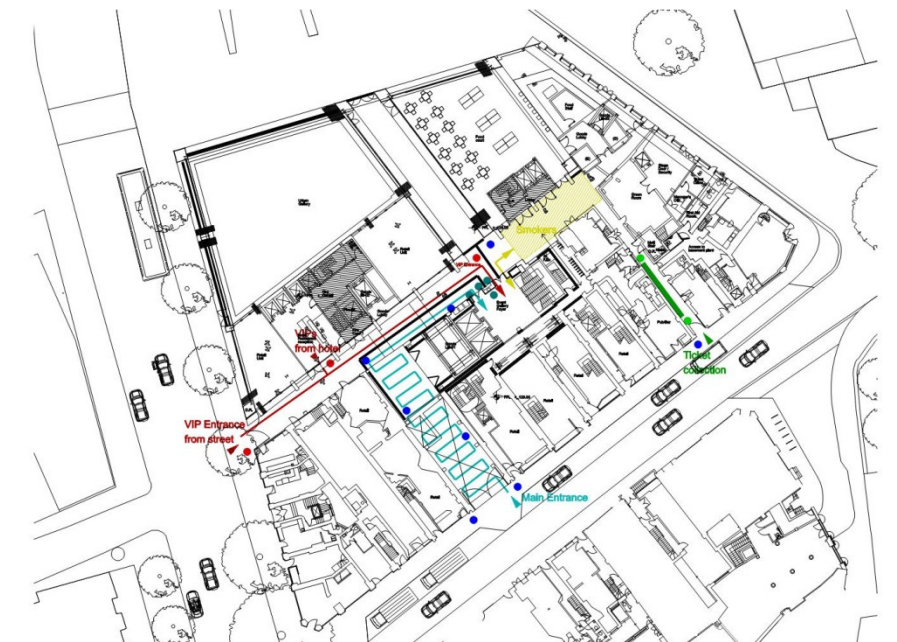
Passing across the Urban Gallery will take leavers directly to the Crossrail entrance escalators, whilst turning left towards Denmark Street will take them to the proposed timed Taxi Rank. Bus routes pass on all sides of the site.

It is anticipated that a significant number of leavers will cross Charing Cross Road and walk directly into Soho to take advantage of the bars and restaurants on offer.

Option One egress is illustrated on drawing number 12015 - VMP - 003 contained in the appendix to this document.

6.2.2 OPTION TWO - URBAN GALLERY NOT AVAILABLE

Option Two comes into play when the Urban Gallery is not available for use as a ticketing hall and queue holding pen.



6.2.2.1 ARRIVAL AT THE SITE AND QUEUING

Whilst the operator will endeavour through joined-up programming to ensure that the Urban Gallery will be able to service the Event Gallery as described in queuing option one, there will inevitably be instances where this is not possible, most commonly in the case of last-minute bookings. Queuing option two aims to address this.

In this option the site perimeter is treated as follows:

- Glazed facade to Charing Cross Road – open
- Glazed facade to Centrepont – open, (see note below on VIP entry point)
- Glazed facade to Food Court alley – closed
- Glazed facade from Food Court alley – closed
- Denmark Place link to St. Giles High Street – closed
- Denmark Place links to Denmark Street - open

All closures are achieved by centrally monitored escape doors or gates with the exception of the glazed panels in which case alternative exit doors are provided.

Two points of entry to the site are created:

- Controlled entry via the doors in the glazed Centrepoint facade that lead into Food Court alley – the alley will be the VIP entrance as it allows direct access without queuing or encountering large on-site gatherings.
- Public entry via the get-in doors from Denmark Street to Denmark Place and onto the technical access / get-in route. In this option this entry point does not form part of the security line for the building in that ticket collection and inspection will take place once on Denmark Place, however there will be two way-finding stewards located at this entry point as a means of ensuring that all visitors passing through this entrance are intended audience members.

The technical access / get-in route will typically be used to service the Event Gallery and will therefore the two will not be in simultaneous use so there will be no crossover of pedestrian and technical functions.

A temporary barrier system will be deployed in the technical access / get-in route as a means of ensuring that the anticipated number of attendees can be adequately accommodated, that the queue moves in the correct direction and that stewards can rapidly access any point in the queues. It should be noted that in this option there may be a minimal queue overspill along the Denmark Street boundary of the site. It is not anticipated that this type of queuing will occur during the trading hours of the Denmark Street retail units.

Assuming a maximum attendance of 800, there will be eight stewards managing the queues, including the two on at the entry point, four in the technical access / get-in route and two on Denmark Street.

Upon passing through technical access / get-in area the queue will turn right and move along Denmark Place to the main entry point to the Event Gallery.

There are three double doors to the Event Gallery foyer. The door towards the Charing Cross Road end of Denmark Place will be the main entry point, the central door will be the VIP entry point and the door towards the St. Giles High Street end of Denmark Place will be the attendees in/out door to an area of Denmark Place identified as the smoker’s area and adjacent pop-up toilets.

Tickets will be inspected at this point and four stewards will manage the people flow as described above.

In this option the introduction of a staffed temporary barrier across Denmark Place will ensure that the Event Gallery audience does not at any point cross the hotel entrance. The hotel reception will continue to have controlled access via the Denmark Place to Charing Cross Road gate. VIP’s staying in the hotel can step from reception onto Denmark Place through the staffed temporary barrier.

Option Two is illustrated on drawing numbers 12015 - VMP - 004 and 12015 - VMP - 005 contained in the appendix to this document.

6.2.2.2 TICKETING

An area within the small lane connecting Denmark Street to Denmark Place, (closed off at the Denmark Place end in this scenario) will house a bank of ticket collection machines. This will enable attendees collecting tickets to queue in the lane, before returning to Denmark Street to join the entry queue.

This proposal ensures that there will not be excessive queues on the footpath outside the ticket office on St. Giles High Street, where only on-the-day sales and telephone bookings will take place, however the lane is close enough to the ticket office for them to be able to deal with any queries that arise.

A steward with direct communication to the ticket office will be located in the area of the ticket machines.

6.2.2.3 PEDESTRIAN ACCUMULATION

In this option the Urban Gallery will either be in use for a private event in which case the shutters will be closed, or it will be open to the public realm at the operator’s discretion. In either case pedestrian accumulation should not become an issue.

6.2.2.4 EGRESS AND ONWARD JOURNEY

At the conclusion of a maximum attendance event it is anticipated that the majority of attendees will leave the site via the same route by which they arrived.

In this option, assuming that the Event Gallery is still unavailable, all exist from Denmark Place will be opened up as a means of facilitating crowd dispersal. On-site signage will direct leavers to the most suitable exit for their onward journey.

Option Two egress is illustrated on drawing number 12015 - VMP - 006 contained in the appendix to this document.

7 DEPARTURE LOUNGE

Camden Council are currently piloting a scheme aimed at reducing the toll of alcohol-related injuries in the borough following attendance at evening entertainment events. The scheme, which has become known as ‘Departure Lounge’, will be adopted by the Operator, and the Urban Gallery will become the Departure Lounge when appropriate by the temporary introduction of the following facilities:

- The provision of flip-flops to the intoxicated unable to walk safely in high-heeled shoes.
- The provision of a waiting area where tea, coffee, squash, water lollipops and biscuits will be made available to the intoxicated as a means of reducing aggression and post-alcohol hunger prior to departure from the site.
- The provision of foil blankets as appropriate.
- The provision of condoms.
- The provision of information on public transport and other Departure Lounge facilities via the digital display screens.

8 HEALTH & SAFETY

8.1 SITE HEALTH & SAFETY

In accordance with the Health & Safety at Work Act 1974 the operator will ensure that the site is fully compliant with all current, relevant legislation and will take all reasonable steps to ensure that adequate management practices are in place to meet the requirements of the duty of care inherent in their position as an employer and the operator of a public venue.

The operator will produce and abide by the following policy documents:

- Company Health & Safety Policy
- Drugs & Alcohol in the Workplace Policy
- Venue Risk Assessment

The operator will ensure that all staff are trained to an appropriate standard to safely and legally perform the functions associated with their position.

The Health & Safety manager has responsibility for managing venue health and safety compliance.

8.2 EVENT HEALTH & SAFETY

Under the Health & Safety at Work Act 1974 responsibility for ensuring that a temporary event is safe and meets the requirements of all current, relevant legislation sits with the event organiser and must be demonstrable to the operator by the provision of an adequate EMP and event-specific Risk Assessment.

The Health & Safety manager has responsibility for managing event health and safety compliance.

9 RISK ASSESSMENTS AND MANAGEMENT

9.1 VENUE RISK ASSESSMENT

The operator will produce a Venue Risk Assessment which will comprise:

- Activity-based risk assessments produced by the health & safety manager as part of a managed process involving the core staff team.
- System-specific risk assessments provided by the installers of the gallery developments systems

The operator will demonstrably mitigate the risks highlighted in the Venue Risk Assessment and will record said mitigation in the Venue Risk Assessment, which will be considered a live document and regularly reviewed and updated by the senior management team. An up-to-date hard copy of the Venue Risk Assessment will be held on site and made available for inspection by the appropriate authorities as required.

9.2 EVENT RISK ASSESSMENT

All event organisers will be required to provide Event Risk Assessments under the terms of their contracts with the operator. The operator will review all such assessments, retain record copies and make additional copies available to the local authority. In the event that the operator is not satisfied with the content of an Event Risk Assessment, unless agreement on modifications can be reached, the operator will retain the right to cancel the event in accordance with the terms of their contract with the event organiser.

The Health & Safety manager has responsibility for the management of the Venue Risk Assessments.

9.3 CONTRACTORS RISK ASSESSMENTS

All contractors working on site, either for the operator or for an event organiser will be required to provide hard copy Contractor Risk Assessments relevant to their work. The operator will review all such assessments, retain record copies and make additional copies available to the local authority.

In the event that the operator is not satisfied with the content of a Contractor Risk Assessment, unless agreement on modifications can be reached, the operator will retain the right to cancel the contractors appointment directly or in the case of an event operators contractor to cancel the event in accordance with the terms of their contract with the event operator.

The Health & Safety manager has responsibility for the management of Contractor Risk Assessments.

10 SECURITY

Site-wide security will be managed by the site manager and their security team from the central site security office.

A site-wide CCTV system employing a range of technology including high quality moving and fixed head digital cameras, low light capabilities and facial recognition software will send images back to the security centre around the clock.

Responsibility for gallery development security sits with the operator who will work in liaison with the site manager and their security team and who will have access to site wide security systems as appropriate. The gallery development manager will ensure that the Venue Risk Assessment includes an SIA (Security Industry Authority) registered Security Plan in mitigation of identifiable security risks.

Responsibility for event security sits with the event organiser. This can cover a broad range of areas such as headliner security staff, back of house security and crowd management pre and post event. The event organiser will be required to provide an SIA (Security Industry Authority) registered Security Plan for review by the security manager.

Event-specific security plans will be included in the relevant EMP and as result will be viewed by the Camden Licensing and where appropriate by the local police, West End Central.

The head of security will be responsible for all security co-ordination issues.

11 STEWARDING

In addition to trained door security personnel the operator will provide trained stewards as required to deal with crowd safety, people flow management and wayfinding.

The security manager will be responsible for the provision and management of trained stewards and will consider the EMP, the Event Risk Assessment, the Event Security Plan, the time and date of the event, the target audience and anticipated attendance when determining the number of stewards required. The security manager will ensure that at any time when the public spaces are occupied, there are sufficient trained staff – fire marshals, first aiders, security staff and stewards - on site to deal with an emergency situation.

All stewards will be fully briefed on an event-by-event basis in order to ensure that there is no confusion about their duties or responsibilities.

The head of security will be responsible for all stewarding co-ordination issues.

12 EMERGENCY PROCEDURES

The operator will work with the site manager, the other occupants of the site, the local police, West End Central and local hospital, University College Hospital to devise a site-wide Emergency Master Plan.

The gallery development component of the Emergency Master Plan will not be event-specific but if the operator perceives an increased level of risk associated with a particular event they will liaise with all interested parties and by agreement may implement temporary modifications.

The gallery development component of the Emergency Master Plan will cover:

- Fire safety planning
- Procedures in the event of fire breaking out
- Site evacuation
- Site lock-in
- Internal communications
- Emergency Services communications
- Major incident response

12.1 FIRE SAFETY

The operator will conduct and maintain a Fire Risk Assessment for the gallery development. Whenever the Fire Risk Assessment is updated, an up-to-date copy will be forwarded to the local fire authority. An up-to-date hard copy of the Fire Risk Assessment will be kept on site for inspection by Camden licensing and the local fire authority, officer or brigade as required.

All event organisers will be required under the terms of their contracts with the operator to conduct and event-specific Fire Risk Assessment and submit it to the operator at the earliest possible opportunity.

In the event that the operator is not satisfied with the content of an event organisers Fire Risk Assessment, unless agreement on modifications can be reached, the operator will retain the right to cancel the event in accordance with the terms of their contract with the event operator.

A hard copy of all event-specific Fire Risk Assessments will be kept alongside the hard copy gallery development Fire Risk Assessment for inspection by Camden licensing and the local fire authority, officer or brigade as required.

The fire officer will be responsible for the management of all Fire Risk Assessments and will ensure that if necessary the gallery development Emergency Management Plan is temporarily modified to meet the specific needs of an event as highlighted in the event-specific Fire Risk Assessment, e.g. the provision of additional side-stage fire officers at an event where pyrotechnics are widely used.

The fire officer will ensure that all core and visiting staff to the gallery development are appropriately trained in emergency procedures and will ensure that a full fire drill is undertaken on a monthly basis with partial drills, staff spot checks and quizzes taking place in the interim periods.

The fire officer will ensure that all contractors working in the gallery development receive a general fire safety briefing before they begin work on site.

The fire officer will ensure that a system is in place that prevents the gallery development from being opened to the public until all escape routes and stair cores, escape doors and escape gates have been checked and are clear from obstruction, in full working order and are unlocked.

The fire officer, in liaison with the site manager will ensure that all fire related safety systems are in full working order and will employ specialist external contractors as required to ensure the condition of systems such as the central fire alarm, detector heads, break glass units, alarm sounders, escape signage, hose reels, extinguishers and risers.

The fire officer will be responsible for maintaining a fire log detailing all drills, spot checks, quizzes, inspections, tests, unlocks/lock-ups, equipment tests and maintenance and any other fire safety related activities.

The fire officer will be responsible for determining a fire safety staffing strategy for every event in response to the event-specific Fire Risk Assessment.

The fire officer will foster good relationships with Camden licensing, the local fire authority, officer and brigade.

The fire officer will be responsible for site wide fire safety co-ordination.

The operator, in liaison with the site manager will ensure that a ‘fire box’ containing information typically required by the fire brigade upon attendance, such as building plans, is located adjacent to each street level fire alarm repeater panel. The operator will ensure that the contents of the fire boxes are kept up to date, e.g. if a large installation is housed in one of the gallery spaces a floor plan indicating the effect on routes across the gallery should be temporarily included. The operator will ensure that any relevant documents or drawings are provided to the fire brigade should they be requested.

12.2 PROCEDURES IN THE EVENT OF FIRE BREAKING OUT

The operator, in liaison with the site manager, will develop an Operational Fire Strategy for the gallery development both as a stand-alone operation and as part of the wider site.

The operator, in liaison with the site manager will ensure that appropriate signage is fitted throughout the gallery development, that appropriate documentation is provided to all staff, visitors and contractors attending the site and that appropriate fire safety training is provided, as described above.

The operator, in liaison with the site manager will ensure that all site occupants other than the general public, are made aware of the location of the Fire Assembly Point for use in the event of an evacuation. The Fire Assembly Point is the **Centrepont Piazza**. This location has been selected as it can be reached without having to cross any roads.

The operator, in liaison with the site manager will ensure that there is a single, staffed entry point to the gallery development for use by staff, visitors and contractors and will ensure that appropriate signing-in logs are maintained.

This location is yet to be determined with the site manager but it is anticipated that entry during daytime hours will be via the Site Reception and during evening hours will be via the Stage Door.

The site receptionist/stage door keeper will be required to maintain detailed hard-copy logs of all staff, visitors and contractors on site at any given time, to ensure that these logs are transferred between the site reception and the stage door as required and to ensure that in line with the agreed emergency procedures, the logs are transported to the designated assembly point in the event of a site evacuation.

The site receptionist/stage door keeper will be central to the emergency procedures for the site and will be appropriately trained.

The operator will ensure that there is a designated fire person on duty whenever a public event is taking place in the gallery development. The designated fire person will typically be a member of the core staff or a regular member of the casual staff who has undergone training with the fire brigade.

A two-mode double-knock fire alarm system comprising, break-glass units, smoke detectors, heat detectors, a central control panel in the site security office, repeater panels at stage door and in the Urban Gallery, sounders, beacons, voice evacuation capabilities and direct links to the Fire Brigade and the site-wide system will be installed in the gallery development.

12.2.1.1 ALARM MODE ONE

This will be the default, non-public mode for the alarm system, applicable when there are no specific public events taking place, the Urban Gallery is open to the public realm and the gallery development is unoccupied other than staff, escorted visitors or authorised personnel such as contractors operating under Hot/Work Permits issued by the site manager or the gallery development operator.

In alarm mode one an activation of the fire alarm by any means will trigger a full alarm with all sounders and beacons signalling the need to evacuate the gallery development and potentially the whole site. The details of the site-wide interfaces are yet to be developed.

12.2.1.2 ALARM MODE TWO

When either or both of the public spaces in the gallery development are in use as event spaces and are occupied by the public, the duty fire person will, in liaison with site-wide security, switch the gallery development alarm to mode two.

It is widely accepted that in the event of a venue being evacuated following an alarm activation, there is a greater risk of injury as a result of the evacuation than as a result of the source of the alarm activation. The purpose of alarm mode two is twofold:

- To allow management the opportunity to avert an evacuation
- To allow preparation for a managed evacuation out should it be necessary

In alarm mode two an activation of the fire alarm by break-glass unit will trigger a full alarm in much the same way as in alarm mode one, however activation by any other means will send the alarm into an inspection period, the duration of which will have been agreed with Camden licensing and the fire authority.

The operator will have in place a process for the safe investigation of the source of the alarm activation, typically visual inspection by the duty fire person accompanied by another trained staff member.

In the event that the fire can be successfully tackled by the fire person or that the alarm can be confirmed as false, the fire person will advise the venue manager on duty to silence the alarm and the evacuation will have been averted.

In the event that the threat is confirmed as real, a managed evacuation will follow.

In the event that inspection period expires, a managed evacuation will follow.

12.3 SITE EVACUATION

12.3.1 EVACUATION PROCESS

Site evacuation can occur for a number of reasons including but not limited to full fire alarm activation, damage to building services such as a gas main, receipt of a coded bomb threat via the local police.

When the building is in alarm mode one and a full alarm is activated the fire brigade will be automatically called out.

The staff fire marshals on duty will ensure that all occupants of the building are guided to their nearest safe exit and leave the building. The fire marshals will then carry out a visual sweep of their designated areas before leaving the building.

All evacuees will assemble at the designated assembly point where the site receptionist/stage door keeper will take a role call - this may be a shared task for large numbers of people. The findings of the roll call will be given to the fire brigade scene commander when they arrive on site.

At no point will anyone return to the building until the scene commander has declared it safe to do so.

The venue manager on duty will be the primary point of contact for the fire brigade scene commander.

When the building is in alarm mode two and the fire alarm inspection period is activated, the staff on duty in the gallery development will be made aware of this by a combination of discreet light and buzzer units and radio communication.

During the inspection period, whilst the inspection described above is taking place, the remaining gallery development staff will move to their pre-agreed evacuation positions, mindful of any exit routes that have to be avoided in response to the location of the activated alarm trigger.

In the event that there are insufficient staff on site to cover every exit, e.g. a small capacity event with reduced staff numbers, the staff will treat the closure of unsafe exit routes as a priority.

Typically in event mode, there will be performance lighting and sound in use. During the inspection period the technical staff involved with the event will be on stand-by.

In the event that the evacuation is to proceed a number of things will happen simultaneously:

Fire alarm sounders/voice alarm and beacons will be activated in the occupied, non-public areas of the gallery development, e.g. offices, dressing rooms, general support spaces

- The venue manager will make their way to the stage or DJ booth
- The lighting operator will bring full light up in the public spaces
- The sound operator will cut event sound in the public spaces
- The staff in stand-by will block/open their designated exits as appropriate
- The venue manager will ask the public to leave the building over the dedicated fire public address system

Following the evacuation, the staff fire marshals will then carry out a visual sweep of their designated areas before they leave they assemble and leave the premises together.

The process at the assembly point will be as previously described.

The public will not be advised of or directed to the assembly point but will be directed to a safe distance from the site.

All venue staff will be trained to assist in an evacuation situation. Catering staff, visiting staff, event-specific staff will be treated as members of the public in an evacuation situation.

In non-fire-related situations where an evacuation of the gallery development is deemed necessary, the evacuation process will be similar but the operator will trigger the process by the use of the paging system described elsewhere in this report.

The primary exit points are illustrated on drawing number 12015 - VMP - 006 contained in the appendix to this document.

12.3.2 REFUGE & HELP POINTS

There will be a number of designated refuge & help points throughout the gallery development.

In the event of a site evacuation, attendees who need assistance in leaving the building will be directed to assemble at these points to await evacuation with staff assistance.

The refuge points will be connected to both the site reception and the stage door by public-facing two-way intercom that will enable attendees to advise staff of their presence and staff to ensure that attendees are kept informed throughout the evacuation process.

The operator will ensure that a number of duty staff are trained to assist in the evacuation of attendees making use of refuge points, e.g. disability awareness training and manual handling training.

The fire officer, in liaison with the site manager will ensure that the refuge system is regularly tested and through the use of specialist external contractors is in full working order at all times.

12.3.3 TEMPORARY SYSTEM ALTERATION

The operator will ensure that no temporary alteration to any of the buildings safety systems is made without the express permission of the site manager and where appropriate the written approval of Camden licensing.

13 FIRST AID COVER

Within the first three months of operation, all full-time core operational staff will be trained in basic first aid as a means of ensuring adequate levels of cover. Training will then continue on a rolling programme as required.

A small number of senior staff in both front of house and back of house positions will be given the opportunity to undergo advanced first aid training.

Fully-equipped first aid rooms will be located as follows:

- Level +00 (Street Level) - To the rear of the Ticket Office on St. Giles High Street, accessed from the lane off Denmark Place via a secure staff pass door. The lane offers direct access to emergency services parked in the Denmark Street bays if required.
- Level -B1 M (Event Gallery Mezzanine Level) - Immediately adjacent to the main entry stair core and accessed from the Mezzanine foyer and the perimeter gallery.
- Level -B1 (Event Gallery Level) - Immediately adjacent to the main entry stair core and accessed from the Event Gallery foyer.

These will be supplemented by a number of identified first aid points / kits located throughout the gallery development.

Drawings illustrating the first aid room/points/kits can be found in the appendix to this report.

The venue manager on duty will be responsible for the management of all issues involving the administration of first aid.

14 HOLDING AREA

Between the staff pass door and the First Aid Room at street level is a large, secure lobby equipped with fully accessible toilet facilities. This lobby will double as a secure holding area in the event that the police, security or stewarding staff need to isolate members of the public in a safe environment.

15 FREESTANDING URINAL PROVISION

When appropriate, by arrangement with the Local Authority and the Site Manager a small number of freestanding urinals will be provided towards the St. Giles High Street end of the site between the hours of 11.00pm and midnight.

16 ELECTRICITY

All permanent installations within the site will comply with the Electricity at Work Regulations 1989.

All event-specific temporary installations will also comply with the Electricity at Work Regulations 1989. Compliance will be measured and signed-off by a qualified member of the venue technical team and where appropriate will be countersigned by the event production electrician.

No event where a temporary installation is involved will be permitted to proceed without said sign-off.

17 TEMPORARY DEMOUNTABLE STRUCTURES

The flexible nature of the gallery development is such that in order to deliver the proposed programme of events there will be the occasional requirement to install temporary, demountable structures such as fashion catwalks, market stalls or raked seating arrangements.

In the case of an event requiring the introduction of temporary demountable structures the event organiser will be required to provide:

- Their temporary structure supplier’s public liability and employee insurance certificates
- Their temporary structure supplier’s relevant risk assessments and method statements for the product they are supplying for the event
- A signed hand-over inspection certificate confirming that the temporary structure is completed and to say that it is safe and ready for use.

The event organiser may have to appoint an independent engineer to sign off an especially large installation or one that is likely to be in place for a considerable duration.

In the case of the Urban Gallery, there may be planning issues associated with a temporary installation as it will be directly visible from and linked to the public realm when the glazed facades are open.

The technical manager will be responsible for managing all issues surrounding any installation of temporary demountable structures.

18 COMMUNICATIONS

18.1 EVENT COMMUNICATIONS – EXTERNAL

Developing close ties with the surrounding community - other occupants of the site, immediate neighbours and those further afield will be considered as critical to achieving the long-term successful operation of the gallery development and a policy will be developed that ensures regular two-way communication can be achieved with ease. This may be a series of regular meetings or an online forum of some sort. Information about plans for the site, about specific events and about any anticipated impacts will be communicated at the earliest possible opportunity.

The general manager on duty will have responsibility for all internal events communications.

18.2 EVENT COMMUNICATIONS – INTERNAL

There will be a Communications Plan developed for every event making use of the gallery development. It will be developed in a co-ordinated manner between both the operator and the event organiser and will be circulated to all core, full-time, part-time, venue and event staff and covered fully in any staff briefings associated with an event.

All staff will be made aware of the operator’s organisational structure as well as that of the event organiser and will know how they should share information or report incidents during the event.

All relevant staff contact details will be provided to those who need them - this will be detailed fully in the Communications Plan.

All security staff, stewards and management will be connected by a secure-channel hand-held radio system.

All venue technical staff will be connected by an installed technical communications system comprising both wired and wireless headphone/mic. sets.

The venue manager on duty will be responsible for relaying information between the two systems in the event of an emergency situation.

The venue manager on duty will have responsibility for all internal events communications.

18.3 EVENT COMMUNICATIONS – ATTENDEES

An installed paging system will allow voice calls to be made to a number of isolated zones throughout the gallery development. A push-button controller will allow one, more than one or all of the zones to be addressed. This will enable direct communication from a number of identified microphone points with front of house areas, back of house areas and queuing areas, although it should be noted that paging messages must not be heard beyond the perimeter of the site, so the system in the Urban Gallery may have to be isolated when the glazed facades are open to the public realm.

The venue manager on duty will have responsibility for all attendees events communications.

18.4 EVENT COMMUNICATIONS – MEDIA

The operator will work alongside each event organisers to formulate an appropriate Media Policy for their event.

The operator will ensure that the agreed policy is attached to the event organisers contract and will ensure that the policy is circulated within the organisation as appropriate.

As a minimum requirement the policy will provide contact details for the event organiser’s media spokesperson and where appropriate it will address any restrictions associated with a specific event such as image permissions or event confidentiality.

The general manager will have responsibility for all attendees events communications.

19 LOST CHILDREN

The operator will develop and implement a Lost Children Policy.

In any event where there is the possibility of children being in attendance, a lost children point will be identified on the route into the event. This point will be staffed for the event by a CRB (Criminal Records Bureau) checked staff member.

In the event that a child makes their way to the lost children point, two further CRB checked staff members will take the child to a quiet area and care for them until such time as their parents or guardians can be located. At no time will the child be left alone with one member of staff.

The venue manager on duty will be advised of the situation by means of the communications systems described elsewhere in this document. The presence of the lost child will be made know to the attendees in a manner managed by the venue manager on duty, making use of the installed paging system where appropriate.

No lost child will be released to a parent or guardian until formal ID and an accurate description of the child has been provided.

In the event that someone on site reports a missing child there will be a procedure in place for the immediate ‘lock-down’ of the site as a means of limiting the possibility of the child being removed against their will. The details of this procedure will be agreed between the operator and the local police. It is anticipated that the process will involve ensuring that the number of available exits is restricted in keeping with the number of attendees in the building and the number of staff required manage the exit process.

All core staff will be CRB (Criminal Records Bureau) checked as a means of ensuring that at any given time there will always be sufficient CRB checked staff available on site to care for a lost child or children.

All lost child incidents should be logged.

If a child is reluctant to go with a parent or guardian, if the parent or guardian is intoxicated or if anything else about the situation appears unusual, the police will be contacted immediately.

The venue manager on duty will have responsibility for managing all lost children incidents.

20 LICENSING

20.1 PREMISES LICENSE

Under The Licensing Act (Premises licenses and club premises certificates) (Amendment) Regulations 2012 the operator will hold a Premises License in order to provide late-night refreshments, regulated entertainment and to sell alcohol.

The operator’s license holder will be a named individual, anticipated as being the general manager or similar, who in addition to holding their own license will nominate a number of trained core staff members to deputise for them on the understanding that the licensee or a deputy acting on their behalf must be present on site during all trading hours.

20.2 TEMPORARY EVENTS NOTICES (TEN)

It is anticipated that the majority of the programmed content will fall within the scope of the Premises License but in any special case where late-night refreshments, regulated entertainment or alcohol are to be sold after 2300 hours, a Temporary Events Notice (TEN) will be submitted to the local authority by the operator with contributory information provided by the event organiser.

20.3 PRS AND PPL LICENSE

The operator will hold PRS and PPL licenses in order that music can be legally played in public and broadcast on television, radio and the internet anywhere in the gallery development.

PRS, (Performing Rights Society) and PPL, (Phonographic Performance Ltd.) are very similar music royalties collection organisations however PRS represents composers, songwriters and music publishers whilst PPL represents record companies and performers so licenses from both will be required.

21 VEHICLES ON SITE

The site constraints – in particular the heritage value of the existing properties, scale of the site and surrounding street network – are such that off-street servicing via a service yard or equivalent is not viable for the development. It is therefore proposed that the development will be serviced via on-street loading bays on Denmark Street, as per the pre-development situation.

The Site Manager and the Operator will actively manage all deliveries and schedule time-windows for specific activities according to the needs of the relevant users.

As an example, this could follow a pattern similar to the following: 7am-9am for morning food and beverage deliveries, 9am-11am for Event Gallery technical deliveries, 11am-1pm for merchandise deliveries, 2pm-5pm for afternoon food and beverage deliveries. In this manner, demand at any part of the day can be managed to a predictable level.

Unusual or exceptional servicing activity, such as for an event requiring a TEN, (Temporary Events Notice) would be specifically scheduled well in advance as part of the overall site management and event planning process.

Where there is a large event planned requiring multiple delivery vehicles or larger-than-normal vehicles, the management team would provide advance notice to other tenants/premises/residents etc. and would seek the re-scheduling of routine deliveries as far as possible to avoid such activity.

It is recognised that Denmark Street will continue to provide servicing opportunities for premises not included within the St Giles development boundary and that it is therefore not possible to entirely manage all delivery/servicing activity utilising the proposed loading bays on Denmark Street; however this has been taken into account in the Transport Assessment.

From the on-street loading bays, goods will be transported manually using trolleys, roll cages, pallet jacks or other appropriate equipment where manual handling is not appropriate to the relevant point-of-receipt.

‘Trolleying’ of deliveries will generally take place along pedestrian footpaths and passageways but is anticipated to cause minimal disruption to pedestrians as the main servicing routes are away from the heaviest pedestrian activity on Charing Cross Road and around the Crossrail escalator entry point.

For large deliveries, particularly to the Event Gallery goods lift, it may occasionally be advisable to temporarily close off part of or all of a pedestrian route to ensure safety is not compromised. This might be the case for large staging, heavy equipment or other bulky/awkward deliveries. On these occasions, alternative access routes for pedestrians would be always be available via the other passageways/footpaths.

A drawing illustrating the designated servicing bays on Denmark Street can be found in the appendix to this report.

22 ENVIRONMENTAL CONSIDERATIONS

22.1 WASTE MANAGEMENT & RECYCLING

A site-wide Waste Management & Recycling Policy will be produced by the developer and will cover the gallery development.

The operator will actively promote and adhere to the Waste Management & Recycling Policy and will ensure that all event organisers are made aware of it and are bound to adhere to it by the terms of their contract.

22.2 NOISE

As a general strategy the operator will aim to accommodate high-noise events in the Event Gallery which is located two levels below ground, as a means of mitigating the risk of potential noise break-out..

The operator will be keenly aware that the Urban Gallery has the potential to be open to the surrounding public realm and will be mindful of the possible noise break-out issues when programming the space, both in terms of content and of scheduling.

As described elsewhere in this document, communication between the operator and the local community will be routine. In this forum, members of the local community will be able to raise concerns about potential noise-breakout issues in advance of an event taking place. The operator will ensure that the local community also has access to a point of contact should they wish to make a noise complaint during an event.

23 CLEANING

The site manager will be responsible for the management of site-wide cleaning.

The operator will liaise closely with the site manager to ensure that the cleaning schedule and the gallery development programme are fully co-ordinated.

APPENDIX

12015 -VMP - 001 RevA	Queuing Option 1	Level +00
12015 - VMP - 002 RevA	Egress Option 1	Level +00
12015 - VMP - 003 RevA	Queuing Option 2	Level +00
12015 - VMP - 004 RevA	Egress Option 2	Level +00
12015 - VMP - 005	Servicing Bays	Level +00
12012 - VMP - 006	CCTV Coverage	Level +00
12015 - VMP - 007	First Aid Mark-Up	Level +00
12015 - VMP - 008	First Aid Mark-Up	Level -01
12015 - VMP - 009	First Aid Mark-Up	Level -02
12015 - VMP - 010	Escape Strategy Mark-Up	Level +00
12015 - VMP - 011 RevA	Escape Strategy Mark-Up	Level -01
12015 - VMP - 012 RevA	Escape Strategy Mark-Up	Level -02
12015 - EMP - TEMP	EMP Template	

END OF VENUE MANAGEMENT PLAN ST. GILES CIRCUS DEVELOPMENT

