

## **Operational Management plan**

### **The Postal Museum at Calthorpe House, Phoenix Place, London**

**February 2017**

#### **Introduction**

This operational management plan is submitted for the Council's approval as part of the application to vary planning permission 2015/6254/P to include events use within the permitted use of The Postal Museum (TPM) at Calthorpe House and to extend the hours of operation. TPM are seeking these amends to the current permission in order to facilitate a wider range of public and private events and hires at the building to support the organisation's contribution to the local economy alongside that provided by the core Museum use.

This management plan sets out the guiding principles for the operation of these activities at the site. It looks to highlight the management principles which will be adopted by TPM and, where appropriate, can also be controlled via planning condition or licensing, to ensure that the museum operates events and hires without detriment to the local community.

#### **Background**

The Calthorpe House premises is located at 15-20 Phoenix Place, and dates from circa 1925. It has a main frontage to Phoenix Place and is situated opposite Royal Mail's Mount Pleasant site. The building is adjacent to residential buildings on Calthorpe Street which back onto the Calthorpe House northern site boundary.

The existing trustees and Senior Management team will be responsible for the operational management of the site and have developed a detailed operational plan to ensure compliance with statutory regulations and to ensure public safety. Senior Management staff will be available seven days a week to deal with any matters arising.

Where possible, TPM will draw staff from the local community and emphasis will be placed on the implementation of a high standard of staff training programmes for all employees.

TPM as an organisation has a secondary site 'Mail Rail' situated across the road on Phoenix Place, within the London borough of Islington Council. The core Mail Rail offer forms part of the daytime visitor experience to those visiting TPM and also has permission to hold private events in the evening. The permissions allow private events from 18:00 – 00:00 with a 1 hour close down period and 25 additional events until 01:00 per year.

#### **The Organisation**

The Postal Museum is a not-for-profit educational charity whose vision for the site is

*“A living space at the heart of the community, connecting people to our stories and sharing the impact of postal communications on the nation's social history”*

TPM will represent a significant addition to the cultural landscape in Camden. It has been developed with the local community at the heart of its offer, with education and outreach programmes for local schools and community groups, a family friendly play area for under 8s and a public café. Reflecting

Camden Council's 'Camden plan' TPM aims to provide opportunities for residents of all backgrounds and contribute to making Camden a better place to live by providing a safe community space for meeting, playing, and learning. All income generated by TPM is reinvested within the organisation to go towards achieving its charitable objectives.

### **Nature of Use**

The site will operate seven days per week as a two storey museum and archive for tourists, school groups and the local community. On the ground floor will be an external courtyard and an orientation area which will include a public café and toilets. Beyond the orientation area is the museum exhibition, taking visitors on a journey of five centuries of communication history, including a temporary exhibition space that will change at least once a year. The first floor is aimed at research and learning, with a space to hold educational sessions for school groups and a public search room designed to allow members of the public to undertake research, using archive materials. The second floor is staff space, including an open plan office, meeting rooms and a hire out meeting space for local businesses and community groups. The Museum will also host a programme of public events and be available to hire.

### **Operation**

TPM will employ three full time events staff who are responsible for the organisational planning and successful delivery of all hires that take place within TPM site. This team is headed up by a member of the Museum's Senior Management Team.

All events or hires that take place will be staffed by an in-house Events Manager, whose primary responsibility will be the coordination of the evening, ensuring compliance with licensing and other requirements, and to make sure good practice is maintained including upholding the guest dispersal policy. They will be the main point of contact for each event, who can quickly deal with any issues arising. They will work in parallel with an in-house Duty Manager, whose primary responsibility will be the care of the events patrons, staff and the wider site. There will also be a number of in-house visitor experience staff, who's primary responsibility will be the health, safety and security of event patrons e.g. delivery of emergency procedures. Visitor experience staff will also be on hand to undertake tasks ranging from clearing up spillages to being on the door to greet guests, manage noise within the courtyard, and ensure quiet dispersal. A SIA licensed security guard will also be on-site for each hire to ensure there is no anti-social behaviour by anyone associated with the event. A full CCTV system will be in operation on the premises 24 hours a day.

TPM has contracted a sole catering partner to undertake daytime café and evening events catering. They will provide a number of staff including a Catering Events Manager who will support with the coordination of the evening and ensure a quick and disturbance-free shut down as an additional resource to TPM team. It is not expected that additional suppliers will be required for events or hires within this site on a regular basis. In the case that additional suppliers are required, TPM has procured an approved list that must be used. By employing a sole caterer and procuring an approved list, TPM is ensuring that all external suppliers are fully engaged with the site and the policies TPM put in place to ensure public safety and the prevention of noise and nuisance.

The types of events or hires TPM will hold include receptions, product launches, book launches, spoken word events, guided tours and filming and we expect our main client base to be niche special

interest groups, London based associations and corporates with links to us, such as Royal Mail Consumption of alcohol will not be the main focus of any event or hire that takes place within the premises and food will always be provided as part of the evening.

As the concept of the Museum is based around developing strong links with the community, all neighbours will have the ability to connect directly with us so that any concerns can be addressed directly with the Senior Management Team and swiftly resolved. We have successfully followed this approach throughout the construction period and have enjoyed very good neighbourly relations as a result.

### **Draft programme of anticipated events**

#### **Private Events**

It should be noted that private events will take place across the ground floor reception, exhibition and courtyard. In year one we anticipate up to 25 private events per year, growing up to 50 by year five of operation, though it is difficult to predict accurate numbers until we are operational. The maximum number of patrons at a private event is 150. The table below gives details on how often we anticipate full capacity being reached and average number of attendees per event.

#### **Public Events**

For public events, we anticipate that the majority will take place within the second floor learning space, varying from talks, workshops, community led events and historic film screenings. The maximum number of patrons for these events is 60. We would like to offer these events once a month, with the aim of expanding the audiences and growing the learning opportunities of those that engage with the museum. A small number of public events such as exhibition launches, or events in association with local festivals will use the ground floor reception, courtyard and exhibition space. The maximum capacity for these types of events is 150. We anticipate up to two exhibition launches per year and as a maximum we would run larger public events maximum 6 times a year.

<b>Type of event</b>	<b>Private Hire</b>	<b>Public Event (Learning space only)</b>	<b>Public Event (ground floor)</b>
<b>Max. Capacity of patrons</b>	150	60	150
<b>Expected occupancy of Max. Capacity of patrons</b>	48%	70%	80%
<b>Average No. of attendees</b>	70-90	40	80
<b>Maximum number of events per year</b>	25 in year 1 growing to 40-50 year 5.	12 in year 1 growing to 24 in year 5	6

### **Capacity management**

TPM ground floor exhibition, orientation space and courtyard will be available to hire combined for up to 150 guests although we project that only 48% of hires will reach this full capacity.

For public events, capacities will be managed by making a limited number of tickets available. For hires, the event organiser will be contracted by TPM not to exceed 150 guests. Event organisers will be expected to submit final attendance numbers before the hire takes place.

### **Door policy**

Patrons will be allowed on site within permitted hours only. No children under the age of 16 will be able to access the premises without an adult at any time. TPM has a zero tolerance policy on drugs and carrying weapons. Anyone deemed intoxicated will not be permitted to access the site. The door will be staffed for events at all times by a SIA licenced security guard.

### **Entrance/Egress strategy**

There is one public entrance/exit to the museum located off Phoenix Place, via the museum courtyard.

No public event or hire will require queuing outside the premises. In the case of a public ticketed event, visitors will be strongly encouraged to pre-book their place wherever possible. Those who have not pre-booked will enter inside the museum orientation space in order to obtain their ticket. In the case of a museum hire, guests will be invited by the event organiser, who will register each guest at the beginning of their event inside the orientation space or provide a name list to a member of door staff.

By having one public entrance/exit TPM can ensure that activity is strictly controlled as to protect resident amenity. There will be museum staff and a SIA licenced security guard present at the entrance/exit at all times to greet guests and to supervise and ensure their quiet dispersal. Staff will remain at the exit until the final patron has left the site. Notices will be placed to request guests leave quietly and staff will take active and courteous steps to ensure that guests exit the premises in a quiet and orderly manner.

In addition to this, in the case of private hires, the dispersal of patrons will be planned in advance with the event organiser and the requirement to finalise this plan will be included in the venue booking terms and conditions. Where appropriate, dispersal plans will include the use of pre-booked taxis and patrons will be able to wait within the premises for them. For events where taxis are not pre-booked, we will provide details of a local taxi service; patrons will be able to wait within the museum until transport arrives for a quick and quiet dispersal. Calthorpe House is located in an area where there is an abundance of public transport options, including tube, train and bus, details of which will be made available to patrons before they leave the site.

Further to this, smokers will be directed to smoke outside the premises on Phoenix Place after the courtyard ceases operation. Smokers will be prohibited from taking any drinks outside with them and will be monitored by a SIA licenced security guard. The guard will ensure that noise nuisance is not caused and public safety maintained, primarily by restricting numbers and will ensure that the relevant pathways are kept open for public access at all times. TPM will provide a means to dispose of cigarette butts.

### **Managing the courtyard**

The courtyard space at The Postal Museum will be carefully managed as to not cause a nuisance to the nearby residential amenity. The use of the courtyard for an event will be limited, ending at 22:00. A quick shut down process will be put into effect by ensuring that catering staff are collecting all waste and empty vessels throughout the evening, and museum staff will be trained to deal with moving patrons inside politely and effectively. The client hiring the spaces will be made aware from the first point of contact with the events team that the courtyard area will shut early.

Museum staff and SIA licenced security guards will be on hand throughout all events to manage noise from patrons and ensure that appropriate behaviour is maintained at all times – there is a zero tolerance policy on anti-social behaviour at TPM. Further to this, TPM's Operations team (Head of Operations and Senior Visitor Experience Manager) are well experienced in neighbourly matters, having run events in close proximity to the Barbican residential development at The Museum of London. This experience and knowledge will be incorporated into staff training on the safe delivery of events at Calthorpe.

Further to this, a green wall has been included within the design of the courtyard which will act as an acoustic measure to help reduce any noise produced by an event or hire.

### **Management of music levels**

Any music that is played at an event at The Postal Museum will be incidental to the event only. No amplified sound will be played within the premises that will give rise to nuisance to neighbouring residents, by keeping it at a level where patrons can hear and speak over it. Music will cease on the premises by 23:00.

### **Close down policy**

TPM events staff will bring events to an end by gradually reducing the level of music and bringing the lights up by 23:00. Alcohol sales/distribution will finish at 23:00 and no alcohol will be permitted to be taken off site. All patrons will be off site by 23:30, by which staff will also begin clearing down the events area as a method to encourage patrons to exit the premises.

### **Staff entrance/egress plan**

Staff have a separate entrance and exit to the premises. This is located on the southern side of the Calthorpe House building, away from the adjacent local properties. Once the courtyard and museum building is clear of patrons, staff will close down the patrons exit, followed by the wider museum building, and exit via the staff exit.

Staff will leave in a staggered pattern at the end of an event, as not all will be required for the full shut down process. All staff staying beyond 23:00 will be booked a taxi by TPM and will wait inside the premises until it arrives.

### **Waste arrangements**

The main location for waste storage is at the southern side of the site on the opposite side of the building to the adjacent properties.

To minimise the requirement to transfer waste to the south side of the site, there will be a small provision of wheelie bins for events waste in a non-public area of the courtyard. The waste collected in these bins will need to be transferred to the main waste storage area. In order to minimise the noise this may produce, no waste will be disposed of within these bins or transferred to the main waste storage location after midnight or before 07:00.

TPM is obligated to provide Camden Council with a service management plan for the site prior to occupation.

### **Deliveries**

The style of events hosted at TPM will largely be receptions and therefore is not expected to require additional furniture or equipment. TPM will invest in events furniture that will be stored permanently within the museum premises to avoid an influx of deliveries for each event or hire. Further to this, the daytime café kitchen is used to facilitate catering for all events within this site and this will be operated by TPM's catering partner, minimising the requirement for deliveries by multiple suppliers.

In the infrequent event that deliveries or collections of event related items be required, they will take place outside the hours of 00:00 – 07:00 and can be made using the off-street loading bay.

### **Plant**

A Noise Impact Assessment was undertaken in 2012 as part of The Postal Museum's original planning application to Camden Council. The assessment confirmed that The Postal Museum would be putting in noise control measures to ensure that noise level from plant would meet Camden Council requirements.

### **Communication with local amenity**

TPM has consulted with local residents on this application. We invited the local residents to a dedicated session to discuss this application in June 2016 at our Freeling House office. No residents attended the session, however we did receive one follow up phone call from a resident who showed support for this application and has since engaged with the Museum's Learning Team to offer support to their programme. We also attended the 'Holborn & Covent Garden Area Action Group' meeting on the 16<sup>th</sup> June 2015 to give an update on our development. In doing this, we received no objections to our plans at Calthorpe House. We will continue to communicate with the local amenity on the development of the project via newsletter until commencement in Mid 2017. Residents will be given the opportunity to opt into e-communication with the museum, which will ensure they are kept up to date on the programme of events.

### **Complaints procedure**

All complaints will be acknowledged within seven working days. The complaint will be logged including name and address of the complainant and details of the issue. The complaint will be

reported to a member of Senior Management Team who will take actions to resolve the issue and communicate back to the complainant.

If the complainant does not deem the actions taken satisfactory, the complaint will be escalated to a member of the Senior Leadership Team who will contact the complainant and address the issue until resolved.

Residents will be given a contact phone number in the case of any issues arising from an event and full details of who to contact will be displayed on TPM website.

## **Conclusion**

TPM will be a museum for the local community, a true asset for to the local area, complementing the growing area in surrounding Farringdon and Kings Cross. TPM takes its relationship with the local community seriously and this is reflected within the thorough planning and processes that have been put in place to ensure that the site is operated smoothly and without detriment to the neighbouring residents. TPM will strive to maintain its positive links with the local amenity by reacting to all feedback and amending processes as the site becomes operational.

The previous experience of the Events and Senior Management Team ensures that there is considerable skill within the organisation to ensure the management of the site is executed smoothly, professionally and without cause for complaint.