

The Hope Project, Option B

Operational Management Plan



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October 2017



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Appendices

Appendix 1

Operational Management Plan Drawings

1. Introduction

Background

- 1.1. This statement has been prepared to support an application for full planning permission and listed building consent for the:

*“Demolition of 65 Bayham Place, 1 Bayham Street (retention of façade) and rebuilding to provide private members club (sui generis) with extension to the rear and basement; retention and refurbishment of the ground floor of the Hope & Anchor Public House (Use Class A4) and replacement to provide restaurant and bar, minor reconfiguration to circulation space within KOKO. Use of the Flytower by the private members club with retention of original theatre equipment. Installation of fourth floor extension to provide amenity space with terrace restaurant and bar. The proposals also include for the conversion of the KOKO dome to a private bar and general refurbishment and restoration to the building, along with the installation of *new plant*.”*

- 1.2. The scheme seeks the revitalisation of the Grade II listed KOKO music venue together with the restoration of the Hope and Anchor public house, ensuring their longevity as musical and cultural assets to Camden Town. These elements form part of an overarching strategy of rationalisation that will also include the erection of an architecturally high-quality infill building and provision of a private members club to reposition the overall offer of the venue.
- 1.3. The private members club, known as The Hope, will afford an innovative concept for professionals committed to entrepreneurship and social enterprise within this iconic setting. Whilst KOKO, the Hope and Anchor, and the Hope Club will function as separate elements, it is envisaged that all three will be mutually complementary as part of an overarching ‘Destination KOKO’ offer.

Purpose of this document

- 1.4. This Operational Management Plan sets out the key details on how The Hope will operate in relation to KOKO and the Hope and Anchor public house, whilst ensuring no amenity or other impacts occur at neighbouring properties. This document also outlines the various access arrangements between the elements within the venue and how the interfaces between each will be managed.
- 1.5. With respect to the Hope Club specifically, this Management Plan sets down the proposed capacities of the Club, details of its membership criteria, its target demographic, and the benefits of holding Club membership; with particular regard given to the control and management protocols at each of the terraces, including details of their capacity, proposed uses, and hours of operation.
- 1.6. The Operational Management Plan should be read in conjunction with the drawing package prepared by Archer Humphryes Architects.

Operator track record and vision

- 1.7. It is well recognised that KOKO has a strong identity within Camden Town, grounded in its successful delivery of club nights, grassroots music events and attraction of the best talent on the music scene over the last 13 years. This is further bolstered by the role that the Camden Palace has had within the theatrical, comedy, live music and clubbing scene over its 100-year history.

- 1.8. KOKO's operator, Obar Camden, has a successful 13-year track record within the borough having entertained more than 5 million visitors since opening in 2004. Obar Camden's experience leaves them well-placed to retain KOKO's status as the borough's premium live music venue and cultural hub for the next 20 to 30 years.
- 1.9. The venue management team will therefore comprise seasoned professionals with approximately 20 years' experience in managing and operating some of London's best-known restaurants and members clubs. All procedures and management plans that have been successfully implemented within KOKO will underpin the proposed operations of the Hope Project, particularly for matters of security, noise control, and health and safety.

2. Operation

- 2.1. The Hope is a new affordable private members club concept for artists, creatives and professionals committed to music, art, theatre and film.
- 2.2. This will be the Hope Lease Limited first such premises internationally. It will operate in conjunction with KOKO to provide a venue steeped in musical and creative history. However, the club will not be solely for musicians, but will also serve as a stage for emerging talent and new artists from across London.
- 2.3. The Hope would be discreet and would exemplify the high operating standards required within Camden.
- 2.4. This section should be read in conjunction with the Management Plans prepared by Archer Humphryes Architects. These drawing packages are colour-coded to illustrate the spatial extent available to each of Staff, KOKO Users, Private Members, Public Users and Artists; and further demonstrate the various interfaces between KOKO, the Hope and Anchor and the Hope Club.
- 2.5. A full list of the accompanying Management Plan drawings is enclosed at Appendix 1 of this document.
- 2.6. Table 2.1 below also sets out the accessibility of these three elements per each of Private Members, KOKO patrons and those members of the public visiting the Hope and Anchor on a given night.
- 2.7. The principal functions per each floor of the development include:
 - Sub-Basement:
 - Storage
 - Utilities
 - Basement:
 - Main auditorium for KOKO, together with bar and toilet facilities for KOKO patrons.
 - The KOKO Stage will fall within the demise of the Hope Club when KOKO is not operating i.e. as a flexible daytime space.
 - Toilets and storage for Hope & Anchor Public House.
 - Back of House facilities for artists and crew
 - Ground Floor:
 - Main entrance and reception area for KOKO from Camden High Street, together with tiered ticketed access areas within KOKO itself.
 - Main public drinking and dining space for the Hope & Anchor public house, with principal access from the corner of Crowndale Road and Bayham Street.
 - Dedicated Private Members entrance from Crowndale Road, with direct route via the new KOKO Box Office to 2 No. lifts providing access to the floors serving the Club above.

- Service Entrance from Bayham Place, with back of house and bin store adjacent.
- First Floor:
 - Primarily Private Members Club accommodation; consisting of dining spaces, function rooms, and Royal Box overlooking the KOKO auditorium below.
 - Artists and crew, as well as Private Members, will have access to the Artist's Gallery overlooking the Stage; with Artists and crew also having access to the Artist's Box, which overlooks the KOKO auditorium below.
 - Areas overlooking the auditorium below are not envisaged to be accessible during KOKO live events. They serve as additional spaces maximising the unique setting of the former theatre, as opposed to viewing platforms for the performances below.
 - KOKO patrons will otherwise have access to the main KOKO spaces as per the existing situation, including the external terrace overlooking Camden High Street.
- Second Floor:
 - Primarily Private Members Club accommodation, arranged as lounge areas for general use, though these are intended to comprise flexible spaces for a variety of functions including work and exhibition spaces, workshops, event hosting and general relaxation and socialising.
 - Private Members will also use the Second Floor to access the Flytower, again showcasing the unique setting of this heritage asset, with a bar and toilet facilities also provided here.
- Third Floor
 - Additional Private Members accommodation to include an additional lounge and dedicated suites, areas can also be used for flexible working at Members' discretion.
 - An external terrace overlooking Bayham Place will host intimate private dining (until 2230) to cater small private dining.
 - A music rehearsal room is also provided at third floor and will be available for hire, thereby affording opportunities to aspiring artists from the local area to cultivate their talents. This flexible space can also be used as a promotional space.
- Fourth Floor
 - Primarily comprises a private and outdoor terrace, together with the key attractions of the Sky Lobby and Dome.
 - The Sky Lobby will cater to Private Members as well as corporate events, and will seek to serve casual foods such as tapas with capacity for approximately 150 seated patrons, with some standing provision at the bar.
 - The Sky Lobby will provide a visual gateway across Camden Town with an opportunity to appreciate the historic KOKO Dome and re-installed cupola, and will be central to the Club's unique character and offer. This space will provide a memorable, high-quality experience.
 - This part-conservatory, part-terrace will maximise the available natural light and will be heated, shaded and stocked with plentiful amounts of foliage to inform an 'al fresco' dining environment all-year round and well into the evening.
 - The Dome will serve as the pinnacle feature of the venue and will be open to Private

Members and those KOKO patrons with specific tickets, and will consist of an intimate and relaxed drinking space.

Control measures at interfaces

- 2.8. Members and Guests will be admitted to the Members' areas of the Club during normal hours of admission.
- 2.9. Members must present their membership card and sign in the book provided at the front desk, and must legibly mark the name(s) of their guest(s).
- 2.10. No person under the age of 18 will be admitted to the Club without the prior written permission of the Secretary or Duty Manager, other than on a Saturday and Sunday between 08:00 hours and 18:00 hours.
- 2.11. Members must accompany guests introduced by them during the extent of their visit. Members may not be separated from their Guests within the Club, or allow their Guests to remain on the premises in the absence of the host Member. Members are responsible for their conduct and must ensure Guests abide by Club Rules.
- 2.12. Movement throughout the building will be controlled via various security measures, including staffed receptions at ground floor, 1st, 3rd, and at the Sky Lobby and Dome entrances. Private Members and staff will have security access passes to facilitate lift access to all floors.
- 2.13. There will also be numerous staff working across the building to monitor and manage patrons within the building.
- 2.14. Secure rooms for food and liquor are located within the basement, with specific security doors. These arrangements are further explored within the Design and Access Statement.
- 2.15. The general public will have full access to ground and basement floors to utilise the Hope and Anchor Pub and its basement toilets. They will gain access to the basement via Lift 2, which will be programmed to permit non-passholder access to the basement only. General public routes through the venue are shown within the accompanying Management Plan drawing ref. nos.010D - 016D.
- 2.16. Private Members have exclusive access to their dedicated facility via the Private Members Entrance off Crowndale Road. This entrance includes a reception desk, which will serve to check-in members and their guests. From this point, members can access the entirety of the building utilising either Lifts 1 or 2. Please refer to accompanying Management Plan drawing ref. nos. 010C – 010C.
- 2.17. Staff at the ground floor reception will confirm the names of those entering the Club to colleagues stationed at the Sky Lobby reception. This will enable the smooth and secure passage of Members and their guests, allowing the Club to control the movement of people through the building.
- 2.18. The Sky Lobby facilitates access into the Dome. Private members will be able to use the Dome as an access route through to KOKO when operational of an evening. However, due to ticketing procedures, Members will need a ticket to access KOKO and therefore there is no free flow between KOKO and The Hope.

Table 2.1 – Accessibility extents at destination KOKO

Area	Private Members	KOKO Patrons	General Public (including. Hope and Anchor patrons)
KOKO (at night)	Yes, with separate admission ticket and via Camden High Street entrance	Yes, via Camden High Street entrance as per existing arrangement	Yes, via Camden High Street entrance as per existing arrangement
KOKO (daytime)	Yes, KOKO elements fall into the domain of the Hope Club when not operating as a music / dance venue at night, notably the Royal Box and Artist's Gallery. Entry is gained via the Private Members entrance off Crowndale Road	N/A	N/A – unless attending community event / workshop or similar i.e. when Club is opened for flexible community spaces.
Hope and Anchor	Yes, can access direct from Private Members entrance off Crowndale Road	Yes, via Hope and Anchor entrance on corner off Crowndale Road and Bayham Street	Yes, via Hope and Anchor entrance off Crowndale Road and Bayham Street
The Hope Club	Yes, and up to 3 guests at Club's discretion	No	No – unless attending community event / workshop or similar i.e. when Club is opened for flexible community spaces.
• Sky Lobby	Yes, and up to 3 guests at Club's discretion	No, advanced booking required i.e. corporate hospitality. At Club's discretion	No, advanced booking required i.e. corporate hospitality. At Club's discretion
• The Dome	Yes, and up to 3 guests at Club's discretion (no free flow into KOKO, ticket required)	Yes, but advanced booking required (add-on feature to standard KOKO entry), (no free flow into Hope Club)	No
• Flytower / Galleries	Yes, and up to 3 guests at Club's discretion. Galleries will not be accessible during KOKO live events	No, advanced booking required i.e. corporate hospitality. At Club's discretion	No, advanced booking required i.e. corporate hospitality. At Club's discretion
• Rehearsal Room	Yes, and up to 3 guests at Club's discretion	Advanced booking encouraged i.e. for aspiring artists	Advanced booking required i.e. for aspiring artists

The Hope Club

- 2.19. The Club will serve individuals within creative industries, and will occupy the second, third and fourth floors with access taken from the exclusive entrance from Crowndale Road. The Club's accommodation will be available for Members, their guests, artists and production crew.
- 2.20. A unique feature of the Club is accessibility into the flytower gallery space. The proposed development will open-up the flytower, submerging Club Members in a unique stage-side experience below the original scenographic lattice, open queen post truss roof structure and the theatre's original flywheel. This affords a wholly unique opportunity for the historic elements of the original 'Camden Theatre' to be exposed and celebrated.
- 2.21. Leisure and additional ancillary space for Members within a Sky Lobby located at roof level in the form of a glazed conservatory will be developed. This will sit directly between the KOKO Dome and the flytower. The Sky Lobby will be utilised as additional restaurant space, with diners having the option to dine inside the Sky Lobby or outside at the external terrace with views over Crowndale Road and further across Camden Town.
- 2.22. Members will be able to access the KOKO theatre hall from the first floor by way of a box overlooking the dancefloor. Access to the Sky Lobby and Dome bar will be taken from the 2 No. lift cores within the Club's lobby area. It is anticipated that the lifts will be secured to prevent visitors to the Sky Lobby from accessing Club accommodation at first, second and third floors.
- 2.23. The Club's reception space will also serve ancillary uses including a small area of merchandise sales to include associated merchandise such as gig tickets, posters, KOKO memorabilia and band paraphernalia.
- 2.24. The Club's configuration enables flexible use with conference and meeting facilities, a kitchen and Members' bar all provided. This positioning allows the Club to function and operate as more than a mere after-dark venue, with its agile spaces designed to serve a wide spectrum of the local community.

Code of conduct

- 2.25. The private members club will build upon the good work and neighbourly relations that KOKO have established since opening the venue in 2004. The management team at KOKO are actively engaged with local security, licensing and information sharing initiatives including Camden Inner London Licensing Association, Camden Business Against Crime and Camden Town Unlimited.
- 2.26. KOKO and the Club will continue to work with Camden Police Licensing on the 'Quiet Streets' initiative, employing security to help with patron dispersal at closing times. Behaviour of guests on and off the property is anticipated to have no impact or disruption on local residents, and the Club will employ an appropriate level of security with approved SIA licensing and 'Quiet Streets' jackets to supervise this process.
- 2.27. There will be a Duty Manager in attendance throughout the day and night should local residents wish to raise any issues which arise as a result of the operation of the Club. The Duty Manager's contact details will be clearly displayed within the entranceway of the Club, and will be made available on social media / Club website. The telephone line will be available 24 hours a day.
- 2.28. All officers and anyone within close proximity of the Club will be provided with relevant telephone numbers so that they can contact the appropriate member of staff quickly, and without the need to visit the Club in person. All neighbours will be treated as if they were guests of the Club so that any issue raised will be immediately addressed.

- 2.29. The General Manager would arrange contact forums with local residents on a bi-monthly basis to foster good community relations, and listen to any issues or concerns from neighbours.
- 2.30. In the event that a complaint is submitted, it shall be dealt with in a prompt manner (ideally immediately, but ultimately within a 24-hour period).
- 2.31. Should it come to the attention of the General Manager or Duty Manager (without complaint) that Members and/or guests are responsible for antisocial behaviour, then appropriate action will be taken in order to resolve the situation immediately. Should it be necessary, action will be taken with the Local Authorities if required.
- 2.32. The Club will have a number of fire exits; all used solely for the purpose of emergency exit which will be covered by CCTV and checked regularly by management. Please refer to the drawing package prepared by Archer Humphryes Architects for full details.

3. Hours of Operation

- 3.1. Members and guests will be admitted to the Members' areas of the Hope Club during the following normal hours of admission.

Normal hours of admission:

Sunday to Wednesday:

The Club opens at 0900 hours and closes at 0330 hours.

Thursday and Friday:

The Club opens at 0900 hours and closes at 0600 hours.

Saturday:

The Club opens at 0900 hours and closes at 0800 hours.

Sunday prior to Bank Holiday:

The Club opens at 0900 hours and closes at 0600 hours.

New Year's Eve:

The Club opens at 0900 hours and remains open through the night.

- 3.2. The proposed curfews at the external terraces at third and fourth floors are set out within Chapter 10 of this Management Plan.
- 3.3. The Company may determine that on certain days Members may not be admitted to the Members' areas of the Club to provide for the closure of the Club at Christmas, on public holidays, staff holidays, for exclusive private hire use by another, or for any other reason appearing to the Company to justify temporary closure.

Admission

- 3.4. Members and guests will be admitted to the Members' areas of the Club during normal hours of admission.
- 3.5. Members must present their membership card and sign in the book provided at the front desk and must legibly mark the name/s of their guest/s.
- 3.6. No person under the age of 18 will be admitted to the Club without the prior written permission of the Secretary or manager on duty, other than on Saturday and Sunday between 8.00am and 6.00pm.
- 3.7. Members must accompany guests introduced by them during the period of their stay in the Club. Members may not be separated from their guests within the Club or allow their guests to remain on the premises in the absence of the host Member. Members are responsible for their conduct and must ensure guests abide by the Rules of the Club.
- 3.8. The Secretary may determine that on certain days Members may not be admitted to the Club or any part thereof to provide for the closure of the Club at Christmas, on Bank Holidays and for exclusive private hire.

- 3.9. The Company or Secretary may refuse admission to the Club any person in its absolute discretion and without giving any reason.
- 3.10. No Club Member and/or Guest under 18 years of age is allowed entry to KOKO other than at a private event, if previously authorised by the Secretary.

4. Membership

- 4.1. The Club will attract members from across all disciplines of the UK's creative industries, and its principal function will be to allow its members to connect, create and collaborate. The Club will become a celebration of entrepreneurship and creativity which supports and inspires its members and partners by hosting an extensive calendar of member events, exhibitions, and social and cultural collaborations.
- 4.2. The Club will also look to target entrepreneurs, business people, and community members in addition to performers and artists; all in an effort to extend KOKO's ethos of opportunity and inclusivity beyond the realm of live music into spoken word, cinema, art, photography and fashion as KOKO evolves to retain its relevance as a pop cultural hub.
- 4.3. It is envisaged that the Club will attract a total of between 2000 – 3000 members, though at a ratio of 50:50 between those under 30 years of age, and those over 30 years of age.
- 4.4. All Members will be entitled to bring up to 3 guests each, depending upon capacity, and would need to be booked through the Club's Reception.
- 4.5. Club Membership shall consist of Full Members, Second Members, Overseas Members, Young Members, Honorary Members and Temporary Members.
- 4.6. Membership of the Club will be by invitation and referral, with individual merit and the prospective Member's contribution towards the Club's sustainability forming key considerations at application stage.
- 4.7. Every candidate for membership shall be supported by a proposer and seconder, both of whom shall be Members of the Club and each of whom if required by the Secretary shall send to the Secretary a letter of support stating how long they have known the candidate; providing relevant information in support of their belief that the candidate is qualified for membership by virtue of their connection with, or interest in, the Music, Theatre, Arts, Literature or Sciences.
- 4.8. Every candidate for membership must be at least 18 years of age.
- 4.9. No employee or former employee of the Company shall be elected a Member of the Club without the consent of the Secretary.
- 4.10. Each Member whatever their category shall in common with all other Members enjoy equal rights and privileges of the Club subject to the provisions of the Rules and as the Company may from time to time determine.

Full members

- Full Member: 31 years of age or above on the date the application form is received by the membership office;
- Young Member: 30 years of age or below on the date the application is received by the membership office; proof of age required;
- Second Person Member: a spouse or partner sharing the same residential address as a Full Member; Second memberships may not be joined to a Young Membership; proof of address required.

Honorary members

- 4.11. The Membership Committee may invite to become an Honorary Member any person who in the opinion of the Membership Committee:
- a. Has rendered exceptional service or benefit to the Club;
 - b. Will render exceptional service or benefit to the Club; or
 - c. Is a distinguished Member of the music, art or Local Camden community;
- 4.12. The Company shall have the power to elect any person it thinks proper (including a Full Member) to be an Honorary Member.
- 4.13. An Honorary Member shall be entitled to full use of the Club premises and facilities subject to the Rules.
- 4.14. An Honorary Member shall not pay a joining fee or annual subscription.
- 4.15. Honorary membership is granted for a period of 12 months. Upon the expiry of such period each Honorary Member shall be elected annually unless the Company resolves not to re-elect such an Honorary Member.
- 4.16. The Club will also gift Honorary Membership as a means of providing complimentary access to the Club's facilities and community. This will be targeted at Camden's aspiring young entrepreneurs and artistes.

Conduct of members

- 4.17. Members and their guests are required to be attired in a clean and tidy manner when in the Club, adhering to the Dress Code.
- 4.18. No drunkenness, bad language or other misconduct is permitted on the Club premises.
- 4.19. The Conduct of Members is outlined in further detail at Section 2 of this Management Plan.

Membership fees

- 4.20. The cost of full membership to the Hope Club will amount to £600 for an annual subscription, with no joining fee.
- 4.21. Membership will allow full access to the Hope's facilities, and the opportunity to network with the wider community the Hope aims to foster.
- 4.22. This underpins the Club's ethos to be affordable and inclusive, allowing assimilation with all subsets of the Camden and London communities the Club aims to cater, as opposed to an elite enclave; facilitating an environment where young talent can thrive.

5. Staff

- 5.1. An organogram of the Club structure has been provided within the Appendix.
- 5.2. It is anticipated that the Hope Club will employ between 70-100 full and part-time members of staff from the entertainment and hospitality sectors.
- 5.3. Our recruitment strategy will be designed and implemented to ensure procurement of Camden-based employees to the fullest extent possible.
- 5.4. Staff to comprise bar staff, waiting staff, kitchen staff, ushers, door staff, creative directors, talent bookers, social media executives, mixologists, membership board and committee members, together with a General Manager and Duty Manager.

6. Capacity

- 6.1. The capacity of KOKO will not be impacted by the proposals
- 6.2. The various population capacities are:
- Ground Floor: 150
 - First Floor: 130
 - Second Floor: 180
 - Third Floor: 70
 - The private members terrace: 20
 - Fourth Floor: 310
 - The Dome: 60
 - The Pavilion: 150
 - The Terrace: 100
- 6.3. It is anticipated that planning conditions will be attached to the use of the terraces.
- 6.4. Whilst the Hope will anticipate selling circa 2000-3000 memberships, clearly the access to the Club will be restricted by the capacity of the site. In essence, there can be a total of 690 Private Members and their guests onsite at any time.
- 6.5. If Private members want to attend gigs at KOKO, then they will need to apply through the normal ticketing channels e.g. event promoters, Ticketmaster. Their membership does not give them unlimited access to KOKO.

7. Entrances

Access arrangements

- 7.1. The primary pedestrian access to the ground floor restaurant and bar at the Hope and Anchor will be from the corner of Crowndale Road and Bayham Street, with secondary access from the corner of Bayham Place and Bayham Street. The primary pedestrian access to the Hope Club will be from Crowndale Road. These accesses will be step-free. The footways opposite each access will be dropped.
- 7.2. The development will be car-free given the sustainable location of the site with a PTAL rating of 6B (excellent).

Service entrance

- 7.3. The service entrance will be provided on Bayham Place approximately 15m west of the junction with Bayham Street. This entrance will be used to receive deliveries and also to access the proposed office unit which will be associated with the KOKO venue.

Bin store location

- 7.4. The bin store is also proposed on the ground floor level and will be accessed from Bayham Place. The bin store opening will be located approximately 25m west of the junction with Bayham Street.
- 7.5. The footway on Bayham Place at this location will be dropped.

KOKO

- 7.6. The Main Entrance to KOKO is as per the existing from Camden High Street.
- 7.7. Stage Access, comprising double-height doors, will remain as per the existing from Crowndale Road; allowing direct access to the stage and back of house areas for artists and crew.

The Hope and Anchor

- 7.8. The Pub Entrance will be from the corner of Crowndale Road and Bayham Street.
- 7.9. A Disability Discrimination Act (1995) (“DDA”) compliant entrance will facilitate direct access for disabled public users from Bayham Street.
- 7.10. A further entrance serving the Food and Beverage (“F&B”) element to the rear will allow access from Bayham Place.

The Hope Club

- 7.11. A dedicated entrance for Private Members and their guests will be provided on Crowndale Road approximately 10m west of the junction with Bayham Street, adjacent to the existing Stage Access.

8. Transport

Car parking

- 8.1. The site is situated in a very highly sustainable location with the highest possible PTAL rating of 6b (excellent) and hence the development is proposed to be car free. The car-free approach to the development is considered to be appropriate and is in line with Camden Development Policy T2.

Cycle parking

- 8.2. Cycle parking will be provided in line with London Plan 2016 standards i.e.

Public House and Dining/Drinking (A3/A4)

- Long-stay 1 space per 175sqm
- Short-stay 1 space per 40sqm

Function Room (D2)

- Long-stay 1 space per 8 staff
- Short-stay 1 space per 30 seats

- 8.3. Based on these standards, the A3/A4 uses with a total GFA of 886sqm will require four long-stay cycle parking spaces and 18 short-stay cycle parking spaces.
- 8.4. The proposed function rooms and private member areas are ancillary to the KOKO venue i.e. the patrons using these facilities will be already visiting the KOKO venue and hence there is further requirement to provide long stay cycle spaces for the patrons. However, these proposed uses may result in an increase in staff numbers. Based on an assumption that there will be an addition of 40 staff associated with these uses, there will be a requirement of five long stay cycle parking spaces.
- 8.5. A total of ten internal cycle parking spaces, i.e. five cycle stands, will be provided, within the building in the sub-basement level for staff. This is shown in Appendix 6.3. There will be lifts to provide access from the ground floor to the cycle store. This is in line with London Plan Standards as well as Camden Local Plan T1.
- 8.6. A total of 22 short stay cycle parking spaces, i.e. 11 cycle stands, are required. These are for customers and visitors. A S106 contribution will be offered to the Council for implementation of these cycle spaces on Crowndale Road nearby the entrance in line with the previous planning application P2016/6959/F.

Public transport

Buses

- 8.7. There are bus stops located on:
- Crowndale Road – 36m east of the site;
 - Bayham Street – 100m north of the site;
 - Eversholt Street – 150m southwest of the site;
 - Hampstead Road – 240m southwest of the site;

- Camden High Street – 350m northwest of the site; and
- Pratt Street – 400m north of the site.

8.8. There are 12 day-time services with 108 buses per hour, per direction stopping at the bus stops within a walking distance of 350m from the site. These bus routes provide services to the locations including Highgate Village, Farringdon Street, Hackney, Hampstead Heath, Pimlico, Trafalgar Square and Edgware.

London Underground

8.9. Mornington Crescent Underground Station is located at the southern end of Camden High Street where it meets Hampstead Road and Eversholt Street, opposite the KOKO venue and at a walking distance of 170m west from Bayham Street. Camden Town Underground Station is located at an easy walking distance of 650m from Bayham Street.

8.10. The typical services from these stations are:

- One train every two minutes (approx.) to Edgware Underground Station;
- One train every two minutes (approx.) to Morden Underground Station;
- One train every two minutes (approx.) to High Barnet Underground Station; and,
- One train every six minutes (approx.) to Mill High East Station.

8.11. Mornington Crescent Underground Station (located on Northern Line) is easily accessible to those arriving to London via National Rail (Euston Railway Station and Kings Cross Railway Station) because both Euston and Kings Cross St Pancras Underground Stations are also located on the Northern Line and therefore provide easy connection between network rail and London underground. The Northern Line also benefits from 24-hour operation.

Car parking facilities

8.12. There are three car parks within easy walking distance of 1km from the site. They are as follows:

- Lomax Car Park Corporation Ltd – 150 spaces
- NCP on Jamestown Road – 75 spaces
- St Pancras Car Park – 315 spaces

Taxis

8.13. The main entrance to the Hope and Anchor will be from Bayham Street/Bayham Place. Taxi drop off and pick-up will also take place from Bayham Place, or Crowndale Road in close proximity to the exclusive private members access.

8.14. The private members will offer a service to order transport for guests leaving the site, to ensure ease of departure and minimise any noise spill from the site.

9. Noise Management

Noise Management Policy

- 9.1. The following points are critical to our noise management policy and are used in conjunction with our end of evening dispersal policy:
- We will ensure that noise emanating from our premises will not cause a nuisance at nearby residential properties
 - The entrance doors are to be monitored with CCTV at all times.
 - Except for access, maintenance and safety reasons, the service doors will be kept closed.
 - All internal doors in regular use will be fitted with soft closers and these will be adjusted to ensure that doors do not slam.
 - Arrangements are in place to ensure that deliveries, collections and operational servicing are carried out between 0800-0000 hours Monday to Friday, and 1000-0000 hours on Saturday, Sunday and Bank Holidays except where access at other times is unavoidable and specific procedures are in place to limit disturbance.
 - Empty bottles will be placed into storage receptacles inside the building and then taken to the refuse storage area. No empty bottles will be tipped or thrown into outside storage receptacles at the premises at night. Glass will be stored internally and then taken outside the following day after 0800 hours Monday to Friday, and after 1000 hours at weekends and Bank Holidays.
 - Refuse collections are to be made at the times allocated for the street. We will ensure that waste is correctly packaged and can be removed quickly and efficiently. There will be no on-street refuse storage.
 - The maximum number of people outside the building, dining, drinking or smoking will be controlled. The outside areas will be carefully supervised by us to ensure our customers do not cause a nuisance. The use of the external seated areas will cease at or before midnight.
 - Smokers will be directed to a smaller dedicated smoking area and will be supervised. Ashtrays will be provided and the area will be regularly swept of any cigarette debris.
 - Drinks will not be allowed outside the building onto the street. Prominent signage will be placed to that effect.
 - We will constantly review our Noise Management Policy and respond quickly to the needs of neighbours.
- 9.2. In consideration of our neighbours, Members will be required to leave the premises quietly at all times and to ensure the quiet departure of their guests. There will be a strict curfew, the details of which are set out in Chapter 10, by which time all Members and their guests must exit the space and return inside the building.
- 9.3. Any audible noise from balconies that may be considered a disturbance to the neighbours of the Club will be addressed by the Management and the full cooperation of Members and guests will be required.

Dispersal Policy

- 9.4. We will employ best practice to ensure that the normal commercial operation of the premises does not have a negative impact on residents when our patrons, and our personnel, leave the premises.
- 9.5. In order to ensure that patrons behave in an ordered and responsible manner as they leave the premises it is important that they have been well-managed during the time leading up to their departure. Therefore, all our personnel are trained in customer management skills and we will be calm and polite as they leave. There are further measures that we will take that can impact positively on our patrons' behaviour after they have left and they are not directly under our control.
- 9.6. The following points are critical to our dispersal policy and are used in conjunction with our noise management policy:
- A staggered dispersal policy will be operated so that different areas of the building will not close at the same time ensuring patrons gradually disperse.
 - We will operate the CBAC radio scheme to co-ordinate smooth dispersal with other late-night venues.
 - At the exit doors, a prominent and clear notice will be displayed asking patrons to be considerate to local residents by leaving the premises and the area quietly.
 - Given the style of the business, it is anticipated that there will be a gradual departure of customers from different areas at various times and that the premises will not be at capacity at closing time.
 - Onward transport information will be provided online and in the premises. All employees will be trained to direct patrons to Mornington Crescent and Camden tube stations, and to night bus routes nearby.
 - Patrons requiring a taxi will be encouraged to wait inside for a booked service to arrive.
 - Patrons leaving the Club will be directed to the main entrance on Crowndale Road, with the secondary exit through the Hope and Anchor onto Bayham Place to close after 11pm.
 - 'Quiet Streets' uniformed security staff will ensure a slow stream of patrons leave in a controlled manner at the end of an evening. Security will be proactive about dispersal of groups outside the premises, and will encourage customers to leave the area quickly and quietly. Any guests causing noise or disturbance will not be tolerated.
 - A security patrol outside the premises will take place to ensure guests leave the area quietly every 15 minutes during evenings when an event is hosted.
 - Security will regularly monitor activity in Bayham Place, Bayham Street and Crowndale Road each night to ensure no crime and disorder, noise or disturbance arising from customers occurs.

10. Eating, Drinking and Smoking at External Areas

10.1. This chapter serves to provide further details as to how the terraces and external areas at the Hope Club will be used, as well as the curfews to be enacted to safeguard the amenity of neighbouring properties.

10.2. Smoking will not be permitted at any area within the Club, but will be allowed at the external areas in accordance with the below parameters:

Third floor terrace

10.3. The terrace at the corner of Bayham Street and Bayham Place will be accessed from the private members suite, and is intended for fine dining subject to the following proposed curfews:

10.4. Monday to Wednesday – curfew between 22:30 hours and 08:00 hours.

10.5. Thursday to Saturday – curfew between 23:00 hours and 08:00 hours.

10.6. Sundays and Public Holidays – curfew between 22:00 hours and 08:00 hours

10.7. Smokers will be accommodated within a demarcated area during the above operational hours. After the curfew, up to 6 Club Members will be allowed access for smoking / fresh air. This enables Members to remain on the premises, and ultimately within the management protocols of the Club. This would not allow eating or drinking on this terrace.

Fourth floor terraces

10.8. The private terrace and outdoor terrace at the Crowndale Road elevation will be primarily accessed from the Sky Lobby, and are intended as an external extension of the Sky Lobby dining space in accordance with the following proposed curfews:

10.9. Monday to Wednesday – curfew between 23:00 hours and 08:00 hours.

10.10. Thursday to Saturday – curfew between 24:00 hours and 08:00 hours.

10.11. Sundays and Public Holidays – curfew between 22:30 hours and 08:00 hours.

10.12. Both terraces will have demarcated smoking areas. Whilst the principal use of these terraces will comply with the curfew hours outlined above, they will be used outside of controlled hours for smoking / fresh air. Again, this enables Members to remain on the premises and within the management protocols of the Club. Use of the fourth floor terraces during curfew hours will be restricted to no more than 20 Club Members at any one time.

Management of terraces

10.13. The terraces are primarily intended for seated Members and other users of the Club to enjoy food and drink as served at their tables. This use will operate in accordance with the curfew hours outlined above. During curfew hours the external dining function will cease at both terraces.

10.14. The bookings diary and management of 'walk-ins' will be operated to ensure that diners seated on the terraces have sufficient time to finish their meals before the area must be vacated in accordance with its permissions.

- 10.15. The closure procedure for the space will commence 20 minutes before the terminal hour. At this point, door supervisors, management and floor staff will give verbal prompts for patrons to advise of the imminent closure.
- 10.16. At closing time (in accordance with the stated curfews), tables will be cleared and patrons will be relocated indoors.
- 10.17. SIA Licensed door supervisors will monitor conduct to ensure that the use of all external terraces is in keeping with the Operating Policies. Any anti-social activity will be dealt with to prevent any further noise nuisance from occurring.
- 10.18. Regular management walk-throughs will be undertaken. Additionally, all employees will be trained to ensure that standards are well understood and upheld.
- 10.19. High definition CCTV monitoring equipment will be deployed throughout the premises. Overt signage will reinforce key messages, such as keeping glassware away from railings and maintaining quiet in respect of nearby sensitive receptors.

Perceived overlooking and privacy

- 10.20. We have explored the relationship between the terraces and overlooking / privacy to the closest residential receptors. To prevent direct sight lines from the closest residential receptor windows onto the terraces, some soft landscape screening mitigation has been included to reflect the height of the required glazed safety barriers.

11. Servicing Arrangements

Deliveries

- 11.1. The site is located within the London Borough of Camden's Controlled Parking Zone ("CPZ") with the following controlled times:
- Mon-Fri 0830 – 1830
 - Saturday 0930 - 1730
- 11.2. Vehicles over 5 tonnes and coaches are not permitted on Crowndale Road, Bayham Street and Bayham Place between the hours of 1830 and 0800.
- 11.3. Given that the service entrance to the development will be from Bayham Place, it is considered appropriate that the development is serviced on-street from Bayham Place as suggested by Mr Hammond of LBC. Bayham Place fronting the site has a single yellow line restriction with no loading restriction.
- 11.4. Table 1 below provides the number of delivery vehicle trips that the proposed development could generate based on the general performance of similar premises within the inner London Boroughs. Deliveries will be booked/managed to avoid peak traffic flows and to respect neighbouring occupants.

Table 1

	Delivery Type	Vehicle Type	Indicative Approx. Time	No. of Deliveries per Day	Average Loading Duration
Private Members Club	Fresh food and drinks	4.5t medium transit van	1100 & 1500	2	6-10 minutes
	Frozen food	4.5t medium transit van	1400	1	
	Consumables	4.5t medium transit van	1030	1	

- 11.5. Further information is included in the Interim Delivery and Servicing Management Plan prepared by ADL Traffic Engineering.

Timing of vehicles

- 11.6. The restaurant and bar manager will explore the possibility of avoiding any servicing during peak hours.
- 11.7. The development will not be serviced on a Sunday, and on a Saturday would be limited to 10:00-16:00 hours in the interest of minimising impact on the local residents.

- 11.8. Table 1 shows the times of servicing/deliveries. These times are indicative at this stage. The times are subject to further amendments once the restaurant operator is known.

Duration of loading

- 11.9. The average loading duration for each servicing trip for the restaurant and bar is shown in Table 1. As can be seen, they range from 6 minutes to 15 minutes.

Management Plan

- 11.10. As part of the procurement process, the supply chain will be vetted to ensure each supplier has experience delivering within London, and are able to deliver reliably. Contractors who are registered as part of TfL's Freight Operators Recognition Scheme (FORS) will be preferred.
- 11.11. Delivery times will be restricted to those set in this report and a Vehicle Booking System employed for the development. The Applicant will engage with the surrounding businesses in order to fully understand their servicing regime and ensure the deliveries to the site are timed to fit around them wherever possible to minimise disturbance to existing servicing activity.
- 11.12. Further, through discussion with local businesses a "servicing committee" could be established with representation from each relevant business which will meet on a monthly basis to review the overall servicing, as a whole, and identify potential improvements.
- 11.13. Vehicles will manoeuvre slowly on Bayham Place so that any pedestrian or other road user approaching a moving vehicle will have sufficient time to choose the correct line to pass safely. Whilst the vehicle is manoeuvring, loading and unloading, a qualified banksman will be present at all times to ensure other road users are made aware of its presence. The driver will notify the banksman at the delivery point in advance of arrival to ensure they are ready for when the delivery arrives.
- 11.14. Noise impacts will be addressed by:
- Using newer and quieter delivery vehicles and equipment, where possible;
 - Making sure all equipment, both on the vehicle and at the delivery point, is in good working order and maintained to minimise noise when in operation;
 - Ensuring all staff, suppliers and carriers involved in delivery activity are briefed and trained appropriately;
 - Switching off vehicle engines immediately when not manoeuvring;
 - Minimising the frequency of opening and closing vehicle doors, and doing so quietly.
- 11.15. The Restaurant Manager will ensure that all staff and suppliers are fully briefed and abide by their obligations as set out in this Delivery and Servicing Management Plan.
- 11.16. In order to minimise the number of deliveries to the site, the frequency, size and duration of stay of each servicing vehicle will be monitored by way of a daily log book. This data will be analysed on a weekly basis to identify trends in servicing activity and explore opportunities for greater efficiencies with suppliers.

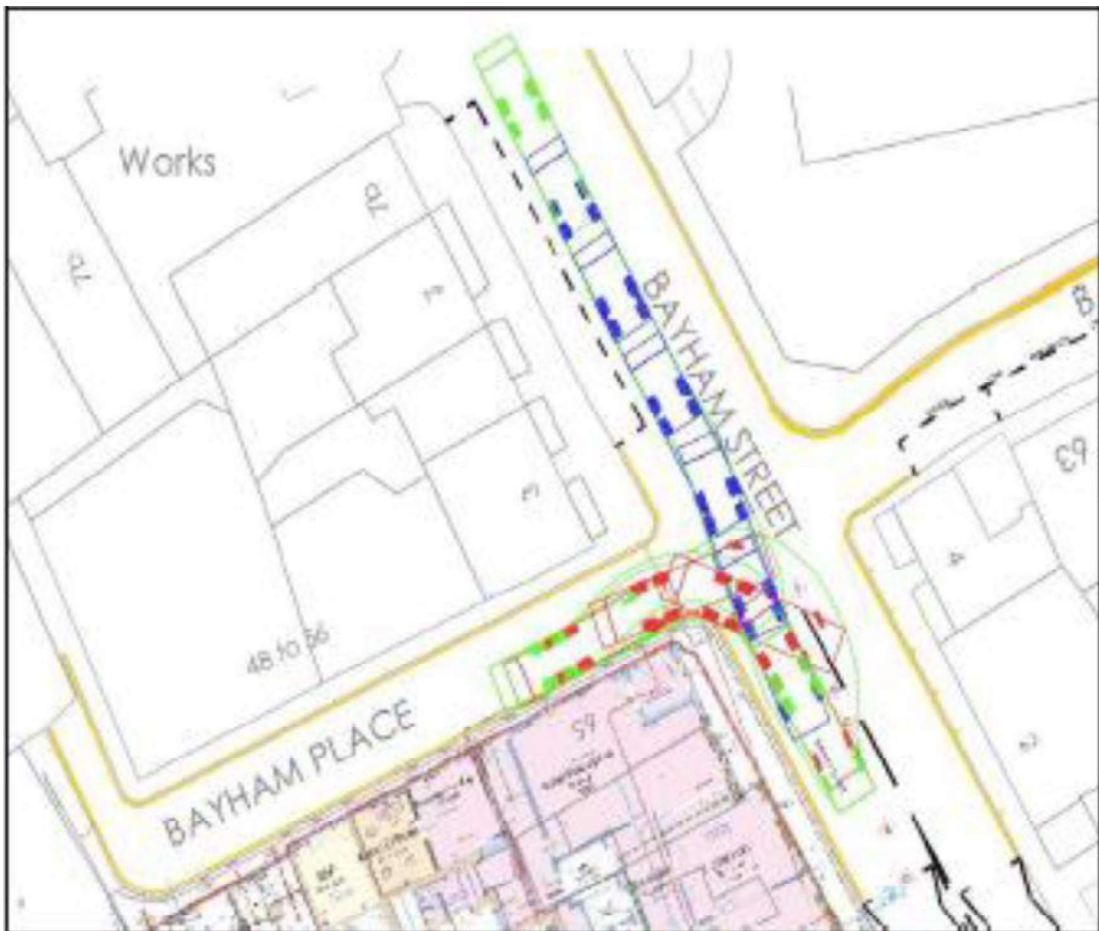
Waste collection

- 11.17. Three refuse collections per week are anticipated from the Club, all of which would be undertaken using a standard vehicle of 10m length. The Club will work with Camden Council's waste contract firm to co-ordinate refuse collections and to maintain good standards.

- 11.18. The refuse store will be located on the ground floor level. The service entrance is located on Bayham Place. The refuse and waste collections and servicing will take place from Bayham Place. An experienced member of staff will assist the delivery drivers to ensure the servicing is undertaken safely. This servicing arrangement has been accepted by the Council as part of the previous planning application 2016/6959/F.
- 11.19. ADL consulted Veolia on order to ascertain their view on how the refuse associated with the site could be collected. Veolia are currently the Camden Council's waste collection contractors. Mr M Tillyer (Operational Manager of Veolia) advised ADL on 3rd November 2016 that the refuse truck would reverse from Bayham Place onto Bayham Street to collect the restaurant and bar waste. AutoTRACK illustrating a 10.98m refuse truck reversing onto Bayham Place is shown in Figure 1 below.

Figure 1 – Refuse Truck Reversing on to Bayham Place

- 11.20. Up to seven delivery trips and three refuse collection trips are anticipated associated with the proposed development.
- 11.21. The total number of delivery and servicing trips generated by the development are more or less similar to the permitted development and as such are considered to be not significant and hence imperceptible.



12. Summary

- 12.1. All of the above undertakings follow the over-riding intention to ensure that the operation of the premises has minimal impact on adjacent properties, particularly residential. We will continue to manage the property in a responsible and highly-controlled way.
- 12.2. The Club's aim is to integrate within the local community ensuring no harm comes to the local area. Furthermore, the Club will enhance the experience of concert goers of KOKO's live music venue. The Club will keep in regular contact with local residents, ensuring we continue to listen and consider their views and we will also be updating them regularly with the ongoing development.