



Shorts Gardens Draft Venue Management Plan
60-70 Shorts Gardens & 14-16 Betterton Street, London WC2H 9AU

Date	Version	Produced by
05/04/2017	Draft 01 – Stage 02 - <i>Planning submission</i>	Span Group Ltd (<i>development partner of Shorts Gardens LLP</i>)
11/04/2017	Draft 02 – Stage 02 - <i>Planning submission</i>	Span Group Ltd (<i>development partner of Shorts Gardens LLP</i>)
08/08/2017	Draft 03 – Stage 02 – <i>Planning Revision</i>	Span Group Ltd (<i>development partner of Shorts Gardens LLP</i>)

Introduction:

This is a draft venue management plan to be read in conjunction with the planning submission for 60-70 Shorts Gardens & 14-16 Betterton Street. The purpose of this draft document is to demonstrate the applicant's commitment to ensuring that the operation of all the demises are conducted in a safe, efficient and sustainable manner on a day to day basis and will not cause disturbance to neighbouring residents and people in the area.

It is to be viewed as a live document and as such, will be subject to review and updates to best reflect the requirements of LBC (*London Borough of Camden*) the licencing authorities, desires of potential tenants and operating terms set in place within agreed leases by Shorts Gardens LLP (*the developer/owner*) and to manage any potential impact resulting from the development in relation to local residential amenity.

Background:

Span Group's equal joint venture partner Pearl and Coutts are commercial property and investment specialists that have managed business premises across London and throughout the United Kingdom since 1965 developing an excellent reputation as a considerate and ethical landlord. Both joint venture parties plan to refurbish and redevelop the scheme as part of a long-term investment strategy. We are proud of our buildings and will use our expertise and engage with relevant professionals that will ensure the delivery of a high-quality design led building of merit for both our portfolio and the local area. We will be actively involved in the long-term management of the premises.

As part of our asset management strategy it is important that we invest in the building both in terms of design, space and material aesthetic. Not only does this enable us to carry out required improvements but also to increase and upgrade the space we are offering. Ideally with a view to entice companies looking for both beautiful and functional space to act as a headquarters, either renting the entire offering from GF to 4th, or broken down into smaller packages. We do not intend to split demises more than a floor by floor basis and actively seek tenants that are looking for space on a longer-term basis. We would prefer to minimize the number of individual tenants to manage, and want to encourage companies that are looking to invest into the building and the area so that we can nurture positive business relationships and continue our reputation as considerate and ethical landlords.

Detailed venue management strategies will be incorporated within all future tenant's leases. They will have to supply the landlord with specific management and event plans that will be reviewed and signed off prior to leases being signed.

7 heathgate place
75-83 agincourt road
london nw3 2nt
t 020 7428 5822
f 020 7428 5844
info@spangroup.com

Use classes and User Groups:

For clarification, the building demise is split into the following:

Shorts Gardens: (*commercial offering*) basement to 4th floor with mezzanine spaces included to the basement and ground floor units.

Betterton Street: (*predominately residential offering with a small commercial unit at GF*) this is the interconnected building and rises from basement to 5th floor with a mezzanine space incorporated on ground floor unit and ancillary in the basement.

The following table summarises on a floor by floor basis the anticipated areas, the existing/retained and proposed use classes with an indication of the types of user groups within the use class that we will be targeting and the ones that we will not consider as potential tenants.

The floors with flexible use classes on Shorts Gardens (LGF + mez and GF + mez) are initially limited to what will comply with the fire strategy report authored by Cundall Fire Engineers. This indicates a maximum occupancy to the basement demise (if no sprinkler system is installed) of circa 240 people. Whilst this sets the figure for maximum capacity, due to the likely split of these floors and the preferred potential users for these spaces we do not anticipate occupancy operating at capacity so there will be a limited number of people entering or exiting during the opening hours of the building. We imagine staggered usage throughout the opening hours, with peak times isolated to lunch hours and early evenings.

Due to the individual character and complexity of the building, we are opting to include several specific use classes that could make the best use of the basement and ground floor demise on Shorts Gardens and the ground floor unit on Betterton Street.

At this point it is important to clarify we are not seeking permission for unrestricted activities or users within the use classes. Specific user groups and associated activities will be omitted from use classes based on being inappropriate for the spirit and character of the area, our building and company ethos. *For indication please refer to table.*

It is our aim is to attract tenants that would make the most of the unique character of all spaces and operate within the realms of: restaurant, gallery, member's club social cultural venue or similar for the basement unit of Shorts Gardens (*mezzanine space included*). The ground floor unit of Shorts Gardens may be taken as a smaller stand-alone office, the communal part of a larger head quarters office, an intimate Gallery or similar. Ideally tenants that would utilise the proposed newly opened arches and generate a good and appropriate street presence.

The Ground floor unit on Betterton Street a coffee shop/café (offering cold food only), an intimate gallery space, yoga studio or similar. Importantly we are ruling out the production of hot food in this unit as we feel this would detract from the residential offering.

We anticipate all commercial spaces being leased as individual units, there is however the possibility that the ground floor unit on Shorts Gardens to be leased as part of a larger package offering. Irrespective of the tenant demise breakdown, as a matter of professional due diligence, we will ensure all tenants have the correct presence and reflect a high covenant strength prior to any lease being agreed. Further to this, all the leases will have strict operating times and procedures that tenants must adhere to.

Shorts Gardens	Proposed GIA of units only m2	Existing and Potential (additional) Use Classes	Potential maximum occupancy figures
Basement + Mezz	719 (100 of which is isolated for maximum provision of A3/A4 unit)	<p>A3 – ‘Restaurant’ zone limited to a demise circa 35-50 covers which is 100 m2 – following the policy guidance set out in Camden’s protected frontages information (which is not directly applicable to our building, but something we are choosing to follow).</p> <p>OR</p> <p>A4 – ‘Drinking establishments’ limited to 100m2 and specifically for a wine or cocktail bar (we will not consider pubs or nightclubs). We would target this use being adopted in conjunction with other potential user groups from the classes as a subservient function – a bar associated to an art gallery or members club as an example).</p> <p>D1 – ‘Non - residential institutions’ (implemented use class from scheme 2008/1401/P) limited users to this such as: art galleries, museums, libraries we will discount things like schools, places of worship, training centres etc.</p> <p>D2 – ‘Assembly and leisure’ (implemented use class from scheme 2008/1401/P to include things such as small viewing cinema, seated music venue and a member’s club. We will rule out the inclusion of night clubs, firing ranges or similar high traffic or disruptive users.</p>	240 people
Ground Floor + Mezz	683	<p>B1 ‘Business’ (existing use class retained) – office use taken as single demise or as smaller units.</p> <p>D1 – ‘Non-residential institutions’ (implemented use class from scheme 2008/1401/P along the lines of an art gallery, museum, library or similar rich cultural activity/user.</p> <p>D2 - Assembly and leisure including things such as small viewing cinema, seated music venue, members club.</p>	35-100 people
First Floor	532	B1 - ‘Business’ (existing use class retained).	50-60 people
Second Floor	532	B1 - ‘Business’ (existing use class retained).	50-60 people
Third Floor	379	B1 - ‘Business’ – for office use	35-45 people
Fourth Floor	376	B1 - ‘Business’ – for office use	35-45 people

Betterton Street	Proposed GIA m2	Potential Use Classes	Potential maximum occupancy levels
Ground Floor + Mezz	90	(A1, D1) Shops, Non-residential institutions coffee shop, café, yoga studio or similar (excluding hot food production)	35-60
First Floor	103	C3 Residential	2B 4P
Second Floor	102	C3 Residential	2B 4P
Third Floor	106	C3 Residential	2B 4P
Fourth and Fifth Floor	156	C3 Residential	3B 6P

Key building management strategies that will require development include the following:

Building access and egress (*inc Smoking, queuing etc*) – please refer to diagram appendix 1

Primary commercial and public access to the building is via Shorts Gardens (*noted as b on the appendix diagram*) and utilizes one of the newly opened arches, this leads into a double height internal arcade which acts as a semi-public joint entrance/buffer space between the external public realm; the office entrance reception on one side; and basement unit reception entrance on the other.

These three separate areas (*notes as 3,5 &6 on diagram*) are designed to create a feeling of a much larger space - the internal elevation separating the reception, arcade and other reception are glazed which enables clear visual links to the office reception and the basement reception so visitors can easily find their destination. In addition, it enables the receptionists/security/Maitre'D presence to control/monitor people entering and exiting the building ensuring appropriate behaviour. They will seek to ensure that visitors congregate in the lobby and arcade in evening whilst waiting for coats and taxis etc rather than on the street. It will also be requested that customers enter and leave in a discreet way. A sign will be displayed prominently in the lobby that the area is partly residential and they should leave and disperse quietly.

Operating hours on the units will be subject to individual licensing agreements, but as an indication we plan to keep these in line with current timeframes and the agreed condition 10 from previous approved planning scheme. This enables 8:00 – 17:00hrs Sundays & Bank Holidays and 08:00 - 22:30hrs Monday – Thursday and 08:00-23:30hrs Friday and Saturday.

A designated smoking area for the basement and ground floor demise will be located on Shorts Gardens, within view of the arcade and reception areas – so that it can be monitored during active hours. (*The indicated zone is highlighted on appendix 1 - diagram as point 2*)

As noted, the Basement occupation/in use population will be restricted to the maximum amount of people that complies with building regulations and the fire strategy report authored by Cundall Fire engineers. However, we do not envisage capacity being met – based on interior design and arrangement of the spaces.

Based on the occupancy levels, and specific user groups, we do not envisage the basement or ground floor demise generating excessive queues and will require tenants to manage any potential build-up of people/visitors within the internal arcade located within the building demise, this will be monitored by staff based within the two reception areas (dependent on event). (*The indicated zones are highlighted on appendix 1 - diagram as point 3 &4*).

Residential access is via a dedicated entrance door located on the Betterton street elevation (*this is indicated as f on the appendix diagram*). The commercial unit on ground floor is also accessed via dedicated entrance doors located on this elevation. A camera based intercom system will be installed for occupants to monitor visitors, in addition appropriate but clearly defined signage ensuring residents and visitors alike will be able to direct themselves to the appropriate place within the building.

Building Security and monitoring:

There will be a series of discrete CCTV surveillance cameras covering the entrances and exits on both Shorts Gardens and Betterton Street that can be monitored both remotely and from the receptions by security guards. Access into the building will be through the policed reception areas, and fob access to lifts, stairs and ancillary space in conjunction with enhanced lighting arrangement which will contribute to creating an inviting transition from public realm into the building.

The primary 'front of house' staircase is shared between Shorts Gardens and Betterton Street and the two primary use classes - residential and commercial. Access will be monitored and controlled using fobs or swipe cards.

Office opening times will comply with the maximum opening hours permitted by LBC. We plan on having a receptionist/security guard on the front of house reception desk that will monitor incoming and outgoing people, whilst managing deliveries and servicing.

The basement and basement mezzanine unit will be permitted to operate within LBC approved opening times in accordance with any agreed licencing agreements for A3/A4/D2/D1 use classes. We do not anticipate any deviation from this being accepted by LBC or by the landlord. In addition, we are ruling out nightclubs and similar noisy or disruptive users from taking space within the building.

Building Servicing: Deliveries, Refuse (office), Refuse (restaurant/leisure)

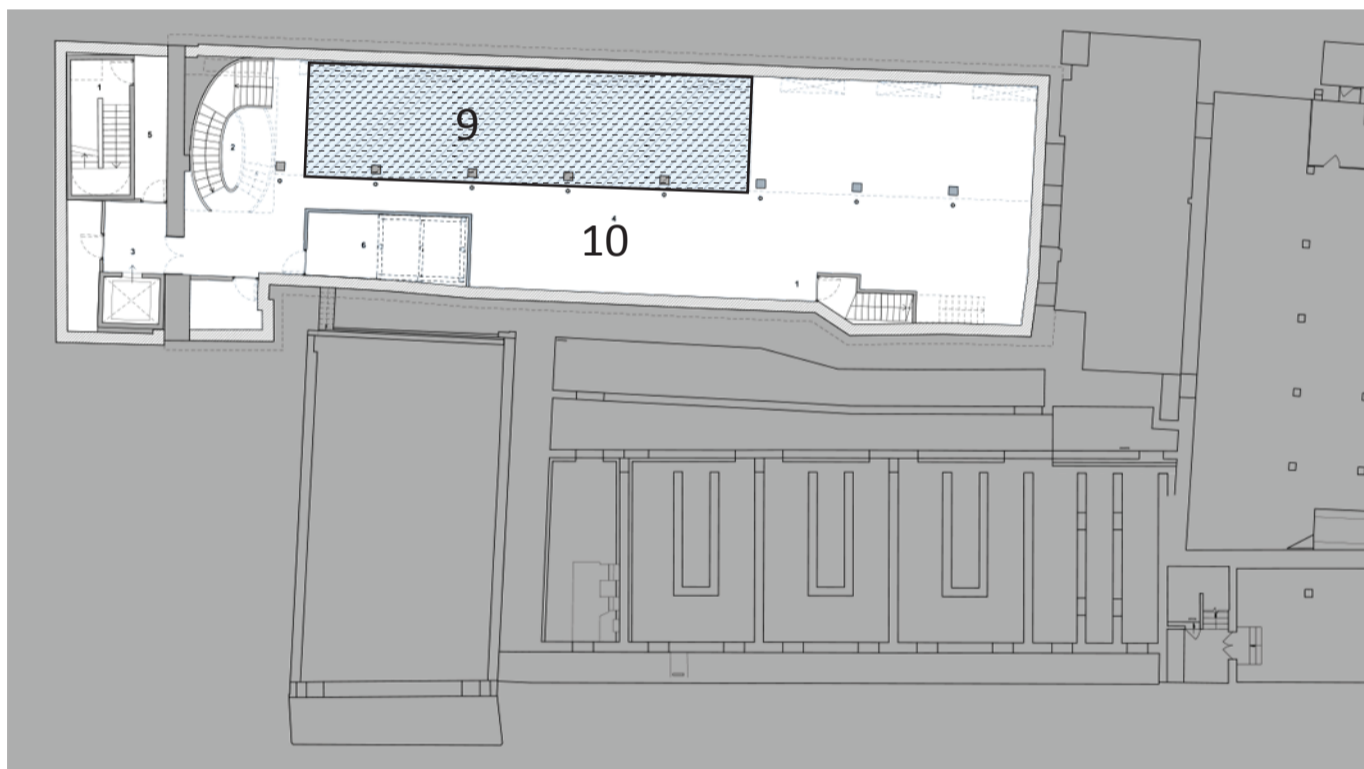
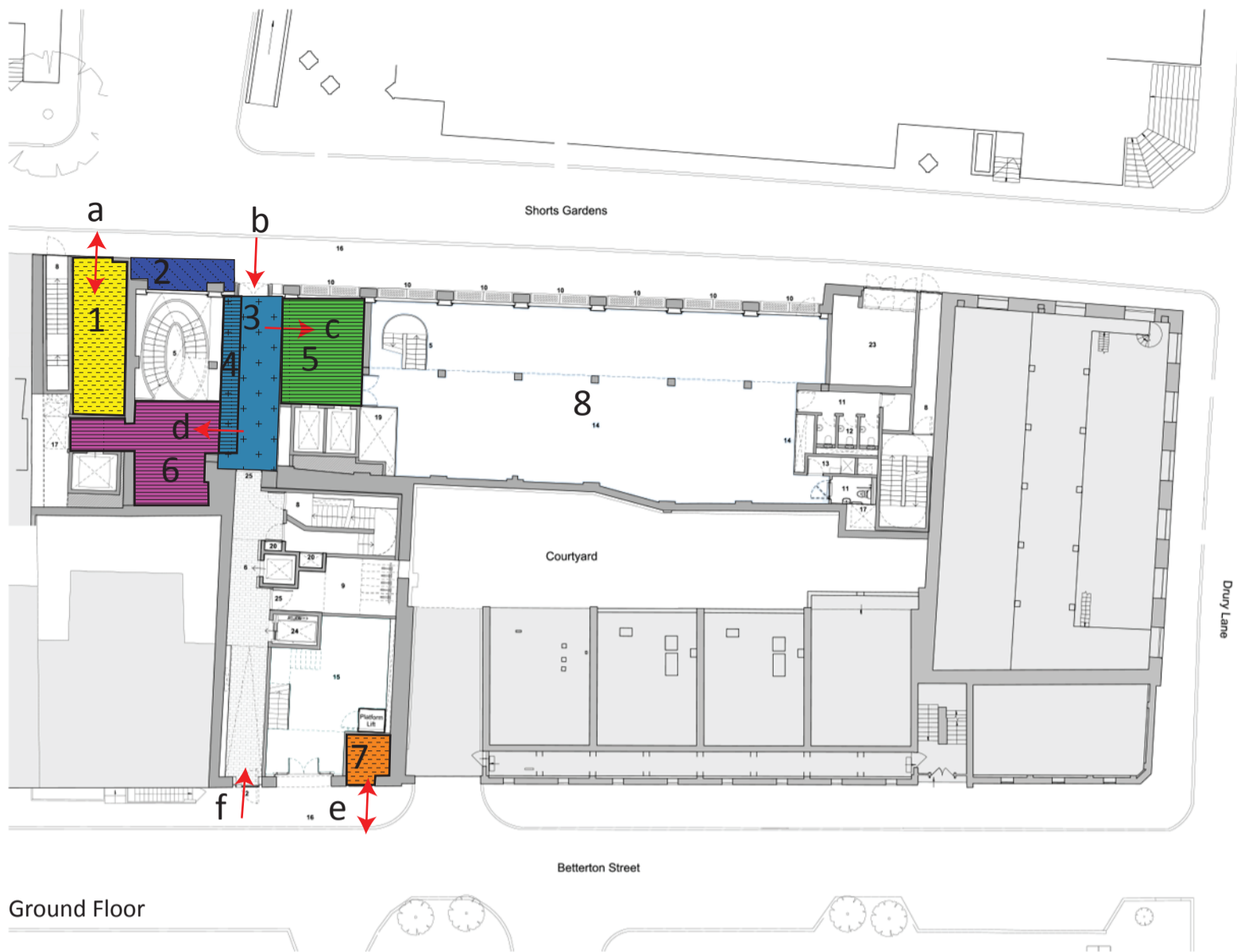
Please refer to the consultant design and access statement authored by Stanton Williams and the waste management and servicing report authored by Waterman.

The transport consultant does not envisage excessive deliveries to the building, noting 2 – 3 per day. These deliveries to the potential tenants, both leisure and commercial will be limited to no earlier than 08:00 and no later than 20:00. The building lifts are sized to accommodate deliveries and servicing, but this will be isolated to the approved time frames, and ideally to miss peak traffic periods.

Refuse collection will follow LBC collection times for commercial and private residential collections. All refuse and recycling bin stores are located at street level and directly accessible from street to minimize disruption to tenants and neighbours alike. A member of the onsite team (building manager or similar) will be available on site to open refuse areas for removal, receive deliveries and manage key site movements.

Additional Event/Venue Management information required from all individual tenants (*but unable to be provided at this stage*) will include responses to the following key points along with adherence to all other points mentioned in this draft document:

1. key event/tenant contacts – during operating hours and out of hours;
2. Key staffing details and organisational matrix;
3. Schedule of events documenting tasks, required deliver times and slots;
4. A run sheet showing the programme of activities at different locations within the Venue;
5. A risk assessment for day to day use and specific ones for event;
6. Measures to ensure effective communication with local resident's groups and businesses;
7. Lost children policy and procedures;
8. Public liability insurance policy of £5 million;
9. A site plan for the events linked in with building fire plans;
10. A refuse and recycling plan

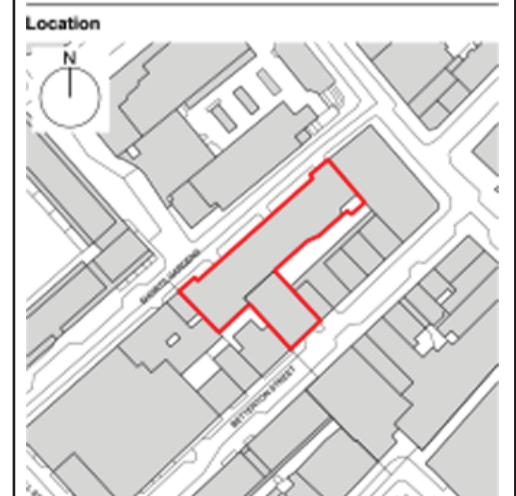


Key

- 1 - Dedicated refuse and recycling store for commercial units on Shorts Gardens. - Accessed directly from the street and policed by building manager.
 - 2 - Provision for smoking area for the venues associated to basement and ground floor demises. This will be policed by venue staff and overseen by building manager.
 - 3 - Internal 'buffer' arcade for shared access to commercial office and venues.
 - 4 - Provision for queuing area for basement venue - if required. This will be policed by venue staff and oversee by building manager or security
 - 5 - Commercial office reception and security zone - entrance.
 - 6 - Reception/security zone for basement leisure and recreational zones.
 - 7 - Dedicated refuse and recycling store for commercial units on Shorts Gardens. - Accessed directly from the street and policed by building manager.
 - 8 - Demise for B1/D1/D2 use classes (with limited users/activities).
 - 9 - Indicative zone 100m2 for potential A3/A4 demise.
 - 10 - Basement demise for D1/D2 use classes (with limited users/activities).
- a/e- Access to dedicated bin store via key card or fob. Policed by building manager.
 b - Primary access for public visitors and tenants from Shorts gardens, all lingering in public realm alleviated by creating an internal 'arcade/ yard' space as a designed feature.
 c - Reception/security point for all B1 commercial demises
 d - Reception/security point for leisure and recreation demises
 f - Dedicated access for residential demise from Betterton street via fob or key card and policed by building manager.

Venue Management Diagram

Drawings taken from Stanton Williams planning set - PL_039 and PL_037
 To be read in conjunction with the draft venue management plan, the design and access statement and all other planning information



Location Plan