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Operational Management Plan

135-149 Shaftsbury Avenue, London, WC2H 8AH

Iceni Projects Limited on behalf of
Capital Start Ltd

March 2018

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ICENI PROJECTS LIMITED
ON BEHALF OF CAPITAL
START LTD

Iceni Projects

London: Flitcroft House, 114-116 Charing Cross Road, London, WC2H 0JR
Glasgow: 2/1 Mercantile Chambers, 53 Bothwell Street, Glasgow, G2 6TS

t: 020 3640 8508 | **w:** iceniprojects.com | **e:** mail@iceniprojects.com
linkedin: [linkedin.com/company/iceni-projects](https://www.linkedin.com/company/iceni-projects) | **twitter:** [iceniprojects](https://twitter.com/iceniprojects)

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CONTENTS

| | |
|---|----|
| 1. INTRODUCTION..... | 1 |
| 2. THE APPLICATION SITE | 2 |
| 3. OWNERSHIP | 3 |
| 4. BUILDING MANAGEMENT STRUCTURE | 4 |
| 5. SAFETY AND SECURITY..... | 5 |
| 6. HOTEL OPERATIONS..... | 6 |
| 7. CINEMA..... | 8 |
| 8. RESTAURANT | 9 |
| 9. BARS..... | 11 |
| 10. MANAGING PEDESTRIAN FLOW AT GROUND FLOOR..... | 13 |
| 11. TAXIS | 14 |
| 12. BUSES AND COACHES..... | 15 |
| 13. SERVICING AND DELIVERIES..... | 16 |
| 14. SMOKING | 17 |
| 15. REFUSE, RECYCLING AND CYCLE PARKING..... | 18 |
| 16. EXTERNAL CLEANING AND MAINTAINANCE | 19 |
| 17. CONCLUSION | 20 |

1. INTRODUCTION

- 1.1 This Management Plan is submitted in support of a full application for planning permission and listed building consent for the comprehensive refurbishment of the existing Grade II listed building and the provision of a new two storey roof extension and new basement level, providing a new four-screen cinema (Class D2) and pool (sui generis) at basement levels, a restaurant/bar (Class A3/A4) at ground floor level, a 94-bed hotel (Class C1) at part ground and first to sixth floors and associated terrace and bar (Class A4) at roof level, together with associated public realm and highway improvements.
- 1.2 The granting and implementation of the planning permission would change the character of the building from its current use as a cinema to a mixed-use development comprising a four-screen cinema, 94-bedroom five-star hotel, ground floor restaurant and bar space, a roof top bar and basement swimming pool.
- 1.3 The purpose of this Management Plan is to address the operational and management issues associated with the hotel (Class C1), Cinema (Class D2), restaurant (Class A3) and bar (Class A4) uses to ensure that all uses are able to exist harmoniously with no adverse impacts being caused to the respective amenity of each.
- 1.4 This Management Plan is based on a detailed consideration of the day to day operation of the site to understand where conflicts may arise and to ensure these are mitigated.
- 1.5 Similarly, this Management Plan has been designed to ensure the day to day use and operation of the building would not harm the amenity of nearby residents.
- 1.6 This Operational Management Plan is not intended to unduly curtail the operational flexibility of any future operator. Its intention is to provide a 'framework' for them to operate in and to allow the proposed uses to exist harmoniously within the same building.
- 1.7 Should planning permission be granted, this plan would form a planning obligation within the Section 106 Agreement to ensure the implementation and operation of the development proceeds in accordance with the mechanisms set out in this plan.

2. THE APPLICATION SITE

- 2.1 The application site is located at 135-149 Shaftesbury Avenue, London, WC2H 8AH. It is located within the Holborn and Covent Garden ward within the administrative boundary of the London Borough of Camden.
- 2.2 The site 0.12 hectares in size is located on the northern side of Shaftesbury Avenue. It is an island site bound to the north by New Compton Street and Phoenix Gardens, to the east by St Giles Passage to the south by Shaftesbury and the West by Stacey Street. Surrounding development is defined by a variety of land uses and buildings of varying ages.
- 2.3 The former Saville Theatre building, a Grade II listed building occupies the site which is currently used as a four-screen cinema (Class C2). It is not located within a conservation area, however the Denmark Street and Seven Dials (Covent Garden) conservation areas are located immediately to the north and the south of the site, respectively.
- 2.4 A review of Council's planning history records for the site confirms that the lawful use of the site is cinema (Class D2).
- 2.5 Access to the site for customers is principally through the main entrance off Shaftesbury Avenue, with staff access and the majority servicing and deliveries made to the rear of the building via a rear access off of New Compton Street. There are no car parking spaces on site.
- 2.6 In terms of surrounding uses, development along Shaftesbury Avenue is primarily commercial, including a variety of retail, hospitality, leisure and office uses. This continues further south towards Seven Dials. Residential uses are located to the north and east of the site, including the Alcazar on Stacey Street and Pendrell House on New Compton Street.
- 2.7 The site benefits from the highest possible public transport accessibility level (PTAL) rating of 6B, with numerous bus routes operating along Shaftesbury Avenue and London Underground services operating from Leicester Square, Covent Garden, Holborn and Tottenham Court Road stations, all within short walking distance.

3. OWNERSHIP

- 3.1 The Applicant and freeholder of the building, Capital Start Ltd, would own and operate the development following the grant of planning permission.

4. BUILDING MANAGEMENT STRUCTURE

- 4.1 The building would be operated and maintained to the highest standard to ensure that it retains its integral historic and entertainment function within the local area.
- 4.2 All uses within the building would be owned and overseen by the owner who would implement a building management structure that would govern the operation and management of each use within the building, and would also be responsible for maintaining relationships with surrounding business owners and residents.
- 4.3 The owner of the building is highly-experienced in the hospitality industry, running a successful chain of restaurants and hotel developments. The owner will draw upon this experience to ensure a professional, well-trained and appropriately experienced building management team and management team for each of the various uses within the building are employed.
- 4.4 The management of the building would be overseen by a dedicated Building Manager and team, whose principal role is to ensure the smooth day to day running of the building and the various uses within it, along with acting as a key contact for surrounding residents and business owners.
- 4.5 The managers of the respective uses within the building, including the hotel, cinema, bars and restaurant, would report directly to the Building Manager when any issues arise either from guests, visitors or through issues with other uses within the building. The Building Manager would then be tasked with liaising with the various parties to ensure a quick remedy is found.
- 4.6 The Building Manager and their team would also maintain an excellent relationship with surrounding residential and commercial properties. A direct telephone number and email address would be provided to these properties which residents and business owners could utilise to raise any concerns or issues they may have with the operation of the building.

5. SAFETY AND SECURITY

Surveillance

- 5.1 The entire premises would be fitted with CCTV surveillance.
- 5.2 Qualified staff would be employed to monitor the CCTV footage and respond to issues as quickly as possible.

Security personnel

- 5.3 Security staff would be employed to monitor the operation of the licensed uses within the building, ensuring all areas do not exceed their capacity and ensure any issues with guests are resolved promptly and professionally.

Fire safety

- 5.4 Fire safety equipment (e.g. sprinklers, fire alarms, fire hoses and fire extinguishers.) would be fitted in all hotel rooms and in all communal spaces with safety instructions to prevent and mitigate a fire hazard. Fire protected routes and adequate means of escape would be provided throughout the building in accordance with relevant safety requirements and regulations. This includes a protected route from the ground floor to New Compton Street will aid safe escape in the event of a fire. A second means of escape is to be via the staircase located at the rear of the building providing access between basement levels and the ground floor level. Means of escape from the upper floors will be via the fire lift which is accessible from all floors. Further details are provided in the Design and Access Statement prepared by Jestico + Whiles.
- 5.5 A fire control centre for the entire building is to be located at basement level 1 and will be accessible by designated staff members who nominate to be fire wardens in case of emergency.
- 5.6 Appropriate fire emergency procedures will be established at the premises (i.e. fire evacuation plan) and training will be provided to nominated staff members (e.g. fire wardens).
- 5.7 All staff would be trained and be aware of these various fire safety procedures during staff induction processes.

6. HOTEL OPERATIONS

- 6.1 The hotel will operate and be managed 24 hours a day.
- 6.2 Hotel guests will have the option to book rooms via online booking services, via telephone or at the hotel reception. Guests will not be restricted to a minimum or maximum length of stay.
- 6.3 A hotel reception, concierge desk and hotel lobby area will be located on the ground floor. Guests will be able to wait in a designated seating area in the hotel lobby, check in at the hotel reception desk and drop off bags at the concierge desk if necessary. The hotel reception will also provide guests with the opportunity to make general enquiries to hotel staff.
- 6.4 Details of how pedestrian flow will be managed throughout the building, particularly in the context of coexisting uses is provided in the 'Pedestrian Access' section below.
- 6.5 Hotel deliveries will be limited to occur between the following times 09:00 to 16:00. Further details on the deliveries and servicing of the hotel and other uses is provided in the 'Services and Deliveries' section below.

Access

- 6.6 Access to the hotel will be provided primarily from Shaftsbury Avenue, which provides easy access to the hotel lobby area. Guests will be advised to enter the building in this manner when making their bookings. Additional entrances to the hotel can occur at the other ground floor entrance on Stacey Street.
- 6.7 Guests will be provided with a fob key to access their floor, their room and communal recreational facilities (e.g. hotel pool) only. This will ensure safety and security for all hotel users.
- 6.8 Staff will be provided with a fob key that enables access to all areas in case of an emergency.

Staff

- 6.9 The owner will undertake a rigorous recruitment process to ensure that they employ staff who have the experience and expertise to operate a five-star quality hotel.
- 6.10 Staff will be directed to enter the building via rear from North Compton Street. Staff areas (e.g. changing rooms, cycle storage, changing rooms) will be located at basement level 2.

Daily upkeep and room service

- 6.11 Hotel rooms will be serviced on a daily basis to ensure a high level of accommodation and a high standard of cleanliness and amenity for all guests.
- 6.12 A manager will be appointed to ensure that staff undertake duties appropriately and address customer service issues if necessary.
- 6.13 A telephone will be provided in each hotel room to enable guests to make and receive calls to and from hotel staff and services (e.g. room service) or external parties.

Hotel rooms

- 6.14 Each hotel room will be provided with appropriate storage, bathrooms, beds and linen, bar fridge, glasses, mugs, a kettle, television, wi-fi access, towels, bathrobes and slippers.

Recreation and other communal facilities

- 6.15 Hotel guests will have access to the proposed rooftop bar, restaurant services at ground floor as well as the cinema and pool in the basement levels.
- 6.16 The pool and associated facilities (e.g. changing rooms/toilets) will be accessible to hotel guests and members of the public. Fob keys will limit the access to pool facilities to hotel guests and members of the public who pay to use the pool facilities. Fob keys will also regulate the pool capacity.
- 6.17 Pool facilities will be managed and cleaned by hotel staff.

7. CINEMA

- 7.1 The cinema will be based on the principles successfully operated by Light Cinemas. Cinema Next, the company behind Light Cinemas will set up the cinema operation for the site.
- 7.2 The cinema operation will be based on second-viewing cinema principles and will have a strong focus on customer experience. Cinema users will be able to purchase food and beverages at the cinema lobby bar and can also order food and beverage to be delivered to their seats by cinema staff.
- 7.3 The cinema will be accessible to all members of the public.
- 7.4 The cinema is to be located in basement level 1. Access to the cinema will be provided via the entrance on Stacey Street as well as via Shaftsbury Avenue. A grand staircase will provide access from the ground floor to the cinema at basement level 1. Access for mobility-impaired customers will be via a dedicated lift that is accessible at ground floor level.
- 7.5 Tickets to cinema screenings will be available for purchase online and at the cinema lobby and bar located at basement level 1.

Capacity and pedestrian flow

- 7.6 There are to be four cinema screening rooms at the basement level 1. The total number of seats provided within all four cinema rooms is 260 seats.
- 7.7 Cinema screening times will be staggered with at least 15-minute intervals between start times to ensure that the cinema lobby area does not become congested.
- 7.8 In the rare and unlikely event that the cinema lobby becomes congested, cinema guests would be encouraged to wait in the ground floor bar and seating area for a short period of time until the congestion has eased.

Staff

- 7.9 The owner will undertake a rigorous recruitment process to ensure that they employ staff who have the experience and expertise in working within a cinema.

Staff will be directed to enter the building via rear from North Compton Street. Staff areas (e.g. changing rooms, cycle storage, changing rooms) will be located at basement level 2.

8. RESTAURANT

- 8.1 A flexible restaurant space will be provided at the ground floor. The restaurant space will be able to seat 100 patrons. Guests will be able to access the restaurants via the Shaftsbury Avenue entrance.
- 8.2 The kitchen will be located at ground floor level and would be utilised for cooking, preparation and serving of dishes. The kitchen will be fitted with appropriate ventilation and extraction equipment in accordance with relevant food, health and safety requirements.
- 8.3 Fresh daily produce will be delivered to the restaurant between 09:00 and 16:00. Delivery vehicles will be able to stop at the New Compton Street loading bay and access the kitchen area via the 'loading bay' entrance to the building.

Hotel restaurant services

- 8.4 Breakfast will be provided for all hotel guests at the ground floor restaurant. Breakfast will be buffet style providing a range of options to cater for the needs of all guests.
- 8.5 Hotel guests will also be encouraged to have lunch and dinner at the restaurant. Hotel guests will be able to pre-book tables for the restaurant.

Restaurant for general public

- 8.6 Restaurant services will also be accessible to members of the public.
- 8.7 Patrons will be able to pre-book tables. Tables will also be available to 'walk-in' customers depending on availability and noting that priority will be given to those who pre-book.
- 8.8 Walk-in customers will have the option to put their name down on waiting list. Customers will be allocated a waiting time accordingly. A small designated waiting area will be provided onsite for those who wish to wait at the restaurant.

Staff

- 8.9 The owner will undertake a rigorous recruitment process to ensure that they employ staff who have a high level of food and beverage experience and expertise.
- 8.10 Staff will be directed to enter the building via rear from North Compton Street. Staff areas (e.g. changing rooms, cycle storage, changing rooms) will be located at basement level 2.

9. BARS

9.1 Three bars will be provided within the premises. A pop-up bar will be located at ground floor, a cinema bar will be located at basement level 1 and a bar will be located on the roof top. All bars will be accessible to the public; however, the cinema lobby bar will be restricted to cinema users only.

9.2 Drinks will be made at each bar.

9.3 Bar deliveries will be made between 09:00 to 16:00.

Capacity and hours of operation

9.4 The capacity of each bar is as follows:

- Cinema bar – 100 Patrons
- Ground floor bar – 100 Patrons
- Roof Top Bar – 200 Patrons

9.5 The cinema lobby bar will operate only during the hours of cinema screening.

9.6 The ground floor bar will operate and serve alcohol to hotel guests 24 hours per day, 7 days per week. Members from the public will not be able to purchase alcohol from the ground level bar between the hours of 12am (midnight) and 9am. Security staff will be employed to strictly enforce this requirement.

9.7 The roof top bar will operate at the following times: 8am to 12am Mondays to Saturdays and 9am to 11pm on Sundays and Bank Holidays.

Cinema bar

9.8 Access to the cinema bar will be provided via the Stacey Street and Shaftsbury Avenue entrances to the building. Patrons will need to descend to the cinema bar at basement level 1 via the grand staircase.

9.9 Cinema patrons will be able to wait at the cinema bar prior to their moving screening.

9.10 Trained security guards will be stationed at the cinema bar to manage pedestrian access and address any unacceptable behaviour from patrons.

9.11 In the unlikely event that the cinema bar is at capacity, cinema security will direct patrons to wait at the pop-up bar at the ground floor prior to their moving screening.

9.12 Unacceptable levels of amplified noise will not be emitted from this bar.

Pop up bar

9.13 The pop-up bar is to be located at the ground floor and will be accessible to all members of the public.

9.14 Trained security guards will be stationed at the pop-up bar area to manage pedestrian access and address any issues that may arise.

9.15 Unacceptable levels of amplified noise will not be emitted from this bar.

Rooftop bar

9.16 The roof top bar will be accessible via an internal lift only. Access to the bar will be via a bar concierge desk at ground floor level. A member of staff will be stationed at this desk to manage the bars capacity and will control access.

9.17 Trained security guards will be stationed at the rooftop bar to manage pedestrian access and address any unacceptable behaviour from patrons.

Staff

9.18 The owner will undertake a rigorous recruitment process to ensure that they employ staff who have a high level of food and beverage experience and expertise.

9.19 Staff will be directed to enter the building via rear from North Compton Street. Staff areas (e.g. changing rooms, cycle storage, changing rooms) will be located at basement level 2.

10. MANAGING PEDESTRIAN FLOW AT GROUND FLOOR

- 10.1 Access to all of the uses within the building is provided at the ground floor level and as such it is important to ensure that appropriate management procedures are in place at this level of the building.
- 10.2 The primary access to the development will be via the entrance on Shaftesbury Avenue. A separate cinema entrance is provided on Stacey Street.
- 10.3 The layout of the ground floor level will be clearly designed to provide patrons and guests with appropriate visual cues (e.g. signs to hotel reception and cinema) to direct them to the appropriate place. Additionally, the layout of the space will ensure each use is clearly legible and identifiable from each entrance.
- 10.4 Public access will be permitted throughout the ground level, cinema level (basement level 1) and pool level (basement level 2) and rooftop bar. Access to these levels will be controlled by staff.
- 10.5 No public access is permitted in any other area of the building, with no vertical movement possible throughout the building without appropriate fob keys that are provided to staff and hotel guests only.

11. TAXIS

- 11.1 There would be links with local taxi firms, established by the operator to ensure patrons not using public transport may use taxis for their homeward journey. The owner shall ensure a dedicated telephone is provided within the premises to contact taxis.
- 11.2 Taxi drop offs and pickups will be via Shaftesbury Avenue.
- 11.3 Staff will undertake their best endeavours to ensure patrons waiting to be collected via private vehicle or taxi are to do so within the premises. This will ensure that taxi pickups and drop offs occur without impeding on surrounding pedestrian and vehicular traffic flows.

12. BUSES AND COACHES

- 12.1 Buses and coaches will not be permitted to park and/or drop off/pick up guests at the site. This will be strictly enforced and will ensure that there will be no disruption to vehicular and pedestrian flows.
- 12.2 Any hotel guests arriving or departing the site via private bus or coach will be able to meet their driver and coach operator at the designated coach parking areas within the vicinity of the site. The two closest coach parking areas are located within short walking distance of the site at Shaftesbury Avenue to the west of the site and on High Holborn to the east of the site.
- 12.3 Staff will be trained in these procedures and will communicate this requirement to all large group bookings in advance of their stay, and will reiterate this when guests are staying within the hotel.

13. SERVICING AND DELIVERIES

- 13.1 Any regular delivery companies will be made aware of the best route to take to the site as well as the designated loading drop off areas along Shaftsbury Avenue and New Compton Street.
- 13.2 All drivers and delivery companies will be made aware of the need to avoid residential areas, where possible, whilst delivering goods to the site.
- 13.3 The types of delivery vehicles that will access to the site include a Transit Van, a Refuse Vehicle, a Box Van and a Rigid Vehicle.
- 13.4 Delivery times and frequency of deliveries are summarised below.

| Delivery Type | Typical Frequency | Typical Delivery Time |
|--|----------------------------------|-----------------------|
| Postal delivery | Daily pass-by | 09:00 – 16:00 |
| Waste collection | Daily | From 07:00 |
| Hotel deliveries (e.g. laundry, supplies etc.) | 3 per day | 09:00 – 16:00 |
| Bar deliveries | 1 per day (drinks) | 09:00 – 16:00 |
| Cinema deliveries | 3 per day (drinks/food/other) | 09:00 – 16:00 |

- 13.5 Further details are provided within the Deliveries and Servicing Management Plan prepared by Icen Projects.

14. SMOKING

- 14.1 Smoking will not be permitted within the building.
- 14.2 A dedicated smoking area will be provided for members of the public, outside of the building on Stacey Street only.
- 14.3 A dedicated smoking area will be provided in the roof top bar for patrons.
- 14.4 Smoking areas will be supervised at all times by staff and security.
- 14.5 Appropriate facilities for the collection of cigarette butts will be provided to ensure the area remains clean and tidy and will be regularly managed by staff to ensure noise and disturbance is kept to a minimum.

15. REFUSE, RECYCLING AND CYCLE PARKING

Refuse and Recycling

- 15.1 A dedicated refuse and recycling area is to be located in the basement level 2 for all uses of the building. This would be located adjacent to the dedicated loading and services lift, allowing for easy transfer to street level and removal.
- 15.2 This area would contain 4x 660L Eurobins and 2x recycling trolleys sized in accordance with the London Borough of Camden requirements.
- 15.3 As part of their paid duties, staff members for each of the uses operating within the building will be required to dispose of their waste in the dedicated waste bins as required.
- 15.4 Refuse/recycling collection will occur through the dedicated loading area at the rear of the site, with further details and arrangements provided within the Servicing and Deliveries Management Plan prepared by Icen Projects.

Staff cycle storage area

- 15.5 A cycle storage area for 12 cycles is located on basement level 2.
- 15.6 Staff who wish to cycle to and from work will be able to access the site via a designated staff entrance located at the rear of the building at New Compton Street. A lift located at close to the staff entrance will enable cycles to be taken to and from the cycle storage space on basement level 2.
- 15.7 Visitor cycle parking will be provided via Sheffield stands provided around the perimeter of the site.

16. EXTERNAL CLEANING AND MAINTAINANCE

- 16.1 The cleaning and maintenance of the external building fabric externally (e.g. external walls, roof, windows) would be the responsibility of the owner and would occur regularly.
- 16.2 A reputable cleaning contractor would be engaged to undertaken regular maintenance of the building.
- 16.3 Additionally, daily monitoring of the external areas of the building would occur as part of staff duties to ensure the public highway is kept clear and tidy.

17. CONCLUSION

- 17.1 This Management Plan addresses the issues that would likely arise with the proposed mixed-use development at 135-149 Shaftesbury Avenue, comprising cinema (Class D2), hotel (Class C1) and restaurant (Class A3) and bar (Class A4) uses.
- 17.2 This Management Plan details how the interaction between these land uses will be managed and controlled.
- 17.3 This Management Plan establishes that interaction between the land uses can be managed and controlled in a way that ensures that the development does not adversely affect the amenity of neighbouring land uses.