

# Operational Management Plan

## **Space House (1 KEMBLE STREET and 43-59 KINGSWAY)**

August 2020

### INTRODUCTION

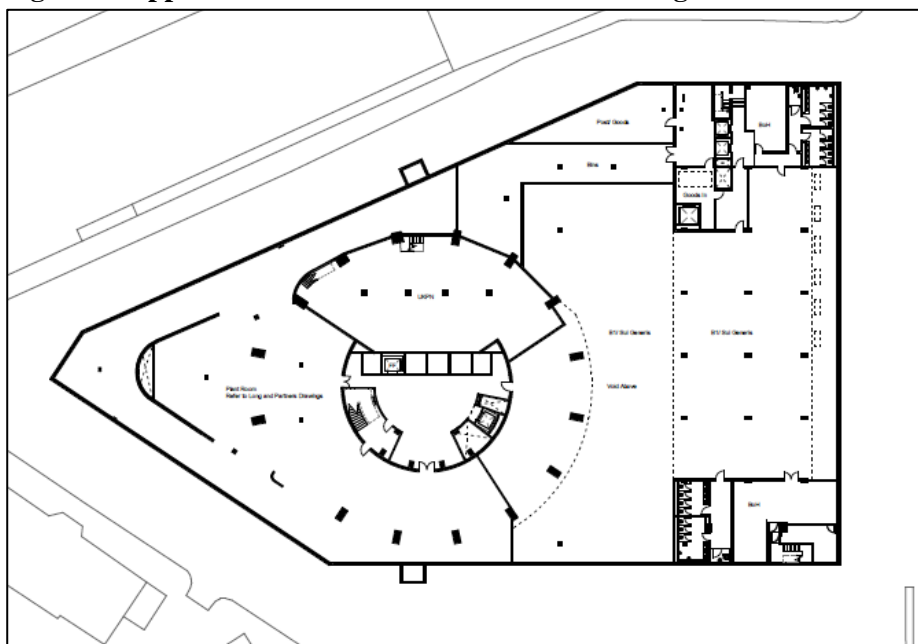
1. This Operational Management Plan (OMP) has been prepared by SLQR Trustee No 1 Limited and SLQR Trustees No 2 Limited as Co Trustees for SLQR Unit Trust No 3 for Space House, 1 Kemble Street and 43-59 Kingsway to discharge Clause 4.10.1 of the section 106 agreement dated 26 November 2019 in respect of planning permission ref: 2019/2773/P at Space House, 1 Kemble Street, 43-59 Kingsway, London, WC2B 6TE.
2. This OMP sets out the measures to be adopted by the Owner in the management of the flexible B1/B1 event space (sui generis) within the Development to address access and egress, antisocial behaviour, safety and security and minimization of impacts on residential amenity. In line with Clause 2.25 of the s106, dated 26 November 2019, this OMP includes the following information:
  - a) details of how the space will be operated and managed
  - b) operating hours
  - c) details of notification to neighbouring residents regarding who to contact to report out of hours antisocial behaviour or noise disturbance
  - d) details of access and egress points to include how customers vacating the premises will be managed
  - e) measures to prevent noise and disturbance to neighbouring residents
  - f) details of the maximum capacity of the event space
  - g) identifying means of ensuring the provision of a mechanism for review and update as required from time to time
  - h) identifying means of ensuring the provision of a mechanism for a review of the plan 12 months after the Occupation Date taking into account consultation with local residents including those residents of the Peabody Trust Buildings.
3. Prospective tenants will be required to adhere to the measures set out in this OMP under their lease. Should they need to amend the measures they will be made aware that they

would need to re-discharge Clause 4.10.1 of the s106 agreement.

## NATURE OF APPROVED USE

4. Planning permission ref: ref: 2019/2773/P approved the use of part basement levels, for either ancillary Class B1 office floorspace for presentation events associated with the tenants of the building, or for a mix of other class B1 business use and events such as external business meetings, exhibitions, day and evening events and displays under the operation of a specialist events management company consistent with the sui generis events use class. **Figure 1** shows the land use within the basement level 2 floor plan.
5. The principal function of the approved space will therefore be a ‘blank canvas’ space which either internal or external brands can use and flexibly curate into a working exhibition, event and/or interactive display space, or for events ancillary to B1 office use.
6. Depending on the event, the space will either be open to the public (free or ticketed) or on a closed invite only basis.
7. Each event will be managed by a tenant within the building, or an external event management company. If the tenant uses an external management company they will be made aware that they will be required to adhere to this OMP for their event.

**Figure 1: Approved Basement Level 2 General Arrangement Plan**



## HOURS OF OPERATION

8. In line with condition 20 of the planning permission (ref: 2019/2773/P) the event space will have flexible opening times within a 07:00am through to 01:00am the following day, Monday through Saturday. Sunday and Bank Holiday events will start at 8am and cease at 10.30pm.

9. Hours of operation will be dependent on each of the events however will not exceed the approved operation hours under condition 20.
10. SIA licensed door supervisors will be present at all times.

## **VISITORS**

11. The level of visitors will be determined by each event held in the space and will fluctuate during considered 'peak times' and with the popularity and nature of each of the events.
12. Events will not accommodate more than 500 people on the premises at one time. Trained door security staff will ensure that guests are escorted into the building quickly and efficiently. The operator will investigate the use of specified attendance times on ticketed events to stagger the profile of visitor arrivals.
13. The licensed door supervisors will ensure that should a queue form outside the building, that this will be managed quickly and efficiently. This will be managed so any footways are not obstructed and visitors are prevented from congregating on the surrounding public highways. The events will be ticketed which will dictate how many customers are expected to attend. A barrier system will be set up before an event to cater for the known number of customers expected to attend. The barriers will be set up to ensure that pavements and roadways are not blocked. A plan ref: 18077-SK00150 demonstrating the indicative queue layout has been appended to this OMP.
14. Staffing levels will be increased around peak times if necessary to ensure the smooth access / egress of visitors at the site.
15. Generally, a natural (and spread out) wind-down of operations is expected by the terminal hour which will result in staggered departure of visitors in the lead up to closing time. Those leaving the premises will be reminded by staff of the proximity of residential neighbours and the need to leave quietly.
16. Egress following an evening event will always be via the Kingsway northern entrance to ensure there is no impact on neighbouring residents on Kemble Street. All access into and out of the building will be carefully controlled and monitored from the lobby by security staff. CCTV will also be in operation at all times.
17. Licensed door supervisors will continuously be in place at the Kingsway entrance until after closing time to ensure all visitors (and staff) leave the building in an orderly manner. The door supervisors will actively monitor the site's frontage and perimeter to prevent noise disturbances, particularly those relating to visitors, and at times when residential amenity is more sensitive e.g. late in the evening.
18. The vast majority of visitors will travel to the site by walking, cycling or via the wide range of public transport facilities available in the surrounding area. Those arriving by taxi will be dropped either at the Kingsway frontage or on Kemble Street.
19. Where possible, departing visitors will be directed to Holborn underground station via Kingsway, thus avoiding residential areas and allowing late evening departures to access

the night tube network (Piccadilly and Central line services). Travel information regarding the preferred route of how to get to and from the venue will be printed on tickets (where practicable) and will be available online.

20. Visitors departing the site by taxi will be directed to nearby taxi ranks, such as those located on Aldwych, or can hail a passing taxi on Kingsway. In order to control the level of taxis on surrounding streets, staff will direct visitors to organise pick-up by taxis at suitable locations on-street, such as the Kingsway frontage. Any pre-booked waiting taxis will be discouraged from creating noise disturbances such as vehicle idling.

## **EMPLOYMENT**

21. The number of employees will be dependent on each type of event and will be determined by the completion of an event specific risk assessment.
22. Security will be scaled to the size of the event and number of guests anticipated.

## **OPERATIONAL MANAGEMENT**

23. Waste will be stored in a separate waste disposal area on site and will be in keeping with the existing waste collection arrangements as set out in the Waste Management Strategy, prepared by Aecom. Collections will be from the on-site waste holding area, accessed from Keeley Street. As part of the building management protocols, there will be a regular litter collection and cleansing programme.
24. During the hosting of events in the flexible B1/B1 and events space (sui generis) temporary bins will be placed in the public realm, against the building front and on private land for use by members of the public and those attending an event. The temporary bins will be removed after the end of an event. These waste deposit points will be circa 20 meters apart from each other and separate bins for recyclable and general waste will be provided.
25. This development will maintain the highest standards of public realm cleanliness. To ensure that this is delivered in terms of the approved sui generis flexible B1/B1 event space, the following clause will be included within any contractual agree for a subcontracted company: “required to make suitable arrangements to contain, transfer and dispose of litter or waste produced using an approved Environment Agency waste collection provider as a result of promotional activities or events management”.
26. Deliveries for each of the events will take place in line with the on-site servicing strategy. In the event out of hours deliveries are required, these will be undertaken on Kingsway and transported through the main Kingsway entrance. A member of staff will be available to receive deliveries in an efficient manner.
27. Deliveries will include materials for display at events, along with catering and beverages. Dedicated storage will be provided as part of the demised area for this land use, to be fitted out once a tenant is on-board. This will allow for the storage of materials on-site, thus reducing the number of regular deliveries per event.

28. Deliveries will predominantly take place in the lead up to the event and post event allowing for flexibility of delivery times, which will be programmed in accordance with the on-site servicing and management strategy.
29. The interior design for the event space may require some provision for repartitioning using temporary partitions. Such build would take place on site in a swift manner and will be at a time that is least disruptive to the neighbours.
30. The existing sub-terranean areas where these spaces are proposed are described in the listing as being not of special interest. Notwithstanding this, any partitions temporarily erected would be reversible and any fixings would be discrete and fixed to the listed fabric only where required. Any fixing holes would be required in the terms and conditions to be made good after the demount of the exhibition/event.
31. A Site Manager will be present during all events pre, during and post to ensure smooth running of deliveries, and any on site activities therefore limiting the disruption to any neighbouring businesses or residents.
32. The Site Manager will also ensure that council regulations are adhered to i.e. waste disposal, noise control, etc. All relevant event licenses will be obtained ahead of each event.
33. All guests will be required to show ID where relevant for each event by a fully briefed team of licensed door supervisors.
34. Residential neighbours will be provided with a contact telephone number for the Site Management Team in the event that they need to make contact outside normal business hours.
35. The Site Manager will keep a record of all events held, including; dates, start and finish times, number of attendees, incident reports, contact from neighbours.

## **CONTACT INFORMATION AND COMMUNICATION**

36. The Owner has already established a dialogue with the Peabody Estate and surrounding neighbours through the Community Working Group. The Site Manager's contact details (phone number and email address when known, practical completion of the main contract is anticipated in summer 2022) will be passed on to all neighbours together with an invitation to report any comments or complaints.

## **MECHANISM FOR REVIEW**

37. Information will be provided to the Council on this OMP upon request from the Council to the Building Manager and a mechanism will be in place for the review and update of this OMP. In line with Clause 2.25(h), after 12 months of occupation, the Site Manager will compile an annual report detailing the number of events, the number of attendees and a summary of any comments received from the Peabody Estate and surrounding

neighbours (the Community Working Group). A questionnaire will be sent to these parties ahead of submission of these reports to Camden and a summary of the responses will be outlined in the report.

## **CONCLUSION**

38. The approved use plays an important part of the strategy to revitalise, activate and contemporise this important listed building. This OMP will ensure that the space is managed appropriately and in line with the requirements of the s106 agreement and associated planning conditions in respect of planning permission ref: 2019/2773/P.