

## OPERATING SCHEDULE

The Terrace, First Floor Horse Hospital and Units 87/88,  
The Stable, Camden NW1 8AH

### Concept

Immersive Theatre is one of the fastest growing forms of art and live experience in the world. The Applicant, **Hartshorn – Hook Enterprises** (*Doctor Who: Time Fracture, The Great Gatsby, A Christmas Carol, NeverLand*), is a market leader alongside companies such as Punchdrunk (*The Drowned Man, Sleep No More*) and Secret Cinema (*Moulin Rouge, Back to the Future*).

These events involve building detailed worlds that the audience can explore. Shows feature multiple rooms, sometimes even huge landscapes, with working features and amenities. Actors will interact with the audience for individual scenes, often improvising and interacting with willing audience members. Some audience members may have to solve problems or deliver messages that affect the story. Others may stumble upon a scene that only they will witness.

This Operational Management Plan (OMP) has been prepared to support two separate planning applications at the Horse Hospital:

- 1) First Floor: Immersive Theatre use, Drinking Establishment and ancillary events (sui generis); and
- 2) Ground Floor: Restaurant and Drinking Establishment with ancillary events (sui generis).

The Horse Hospital First Floor will be converted into flexible performance and entertainment spaces capable of running large scale immersive theatrical events, designed to partner with industry-leading immersive theatre productions. With the UK at the front of the immersive artistic movement worldwide and the international connections of Hartshorn – Hook Enterprises, we expect this venue to be recognised globally as a point of inspiration and creativity for the industry.

Units 87 and 88 (The Ground Floor) will be used as a high-quality casual dining venue.

All spaces will share bar capabilities, waste management and will have an intentional overlap of potential clientele, seeking to create end to end cultural visitor experiences.

### Description Of Activity

The First Floor will be used as a flexible space for Immersive Theatre, Events, Pop Up Activities and various other entertainment activities the majority of which will be directly associated with the immersive theatre production being hosted at the venue. Activities will take the form of long running productions, similar to *The Great Gatsby* produced by Hartshorn – Hook at Immersive LDN in Mayfair or one-off events, such as corporate hires, filming and fashion shows. There are often gaps between longer running productions, where pop-up restaurants, music led events, bars and experiences may be utilised to ensure a continuous activity and occupation of the venue.

Unit 87/88 will be split equally between a restaurant and a relaxed drinking establishment, with occasional private hires and events.

## Enforcement of the OMP

It is intended that this document will form a basis for discussion of the proposed operational management arrangements.

## Management and Staffing

The venue will be overseen by our group management team, inclusive of Group Food and Beverage Manager, Commercial Director, Creative Director, Head of Finance, Head of New Business and Head of Theatrical Production.

On site there will be a team of individual duty managers for each space during all operational hours, overseen by a Venue General Manager, who will have an onsite office.

In addition, it is anticipated that around 30 duty staff will be on shift during operational hours, comprising venue technicians, box office staff, bar staff, floor staff, ushers, chefs, waiting staff and stewards.

Visiting shows will provide actors, stage management and company management teams who are subject to the venue governed procedures and policies.

## Waste Management

Refuse will be managed in accordance with The Stable waste collection infrastructure and stored in a dedicated waste area onsite.

## Staff Access

All staff will sign in with their relevant duty manager on arrival on site, via the main entrances to each space. Staff access will be recorded via HH's centralised timesheet system. Duty managers will be key holders and will be responsible for staff access. A cleaning agency will be appointed with limited access to the site for cleaning prior to staff arriving on site.

## Hours of Operation

The usual hours of operation will be split between the three venues as below:

### **The 1st Floor Horse Hospital:**

The venue will be open to the public at the following times (times may vary within these maximum hours):

Mon - Wed      10:00 - 01:00

Thurs - Sat      10:00 - 02:00

Sun              10:00 - 00:00

Normal show times will vary, but an example of advertised start times in a typical week would be:

Tues - Sun            19:00

Thurs & Sat           14:00

**Units 87/88:**

Mon - Wed            10:00 - 11:30

Thurs - Sat           10:00 - 01:00

Sun                    11:00 - 10:30

## Visitors

Outside of performance and operational times we expect around 10 full time staff to be present to ensure pre-production set up, kitchen prep and facility management.

During rehearsal periods an additional 40 staff (performers and stage management) may be present.

Capacities of the First Floor and 87/88 will be calculated by our independent fire risk assessor, in consultation with local authorities.

## Bicycle Parking

Bicycle parking is available in the local vicinity and within The Camden Stables Market. Additionally, the First Floor cloak room will accommodate up to 15 foldable bikes and foldable personal mobility vehicles for both staff and visitros.

## Neighbour Relations

Hartshorn - Hook Enterprises will communicate with neighbours to ensure they are given information and points of contact for enquiries.

We will attend local residential and commercial meetings regularly, as recommended by The Stables management.

We are aware that there are residential dwellings in the vicinity of the venue and will ensure that any necessary acoustic restrictions are put in place. Any physical works associated with the use of the site will be subject to separate and express planning permission and listed building consent.

## Acoustic Management

Immersive theatre, events, cocktail bars and food offerings tend not to be high volume activities and, in our experience, do not negatively impact the local amenity. We have experience in mitigating sound bleed and maintaining pre-programmed audio level to ensure any conditions or limitations are achieved, as detailed below.

We will make use of more directional speakers to enable quieter volume speakers to be heard in all areas of the venue. Our sound systems can be pre-programmed via theatre sound control systems, ensuring once sound levels are set and agreed with relevant external agencies, they will be consistent at every performance.

While our sound systems are designed to minimise acoustic disruption, we will work with our acousticians to pre-set decibel limiters in the venue, where appropriate, to ensure acoustic levels do not exceed any conditional limits. Any physical works associated with the use of the site will be subject to separate and express planning permission and listed building consent.

## Entrance and Exit Plans

All visitors will enter via The Stables Market.

The First Floor will be accessed by ticket holders or invited guests only. Access will be granted at the "Door Open" times, typically 45 minutes prior to the production or event. We plan to use the entrance at the centre of the space for visitors, with queuing occurring down the side of the building towards the main entrance to the Stable Market. We offer 45 minutes between the doors opening and the show starting to encourage spaced arrival of guests and offer pre-show entertainment within the venue. Typically this leads to minimal and efficiently processed external queuing at fixed times before the production or event commences.

The Ground Floor will be accessed directly from the North Yard of the Stables and will consist of table service in unit 87 and casual seating in unit 88. There will be a host at unit 88 to seat guests.

The First Floor dispersal will vary depending on the production or ancillary event. Typically, after a production, a third of the guests will depart as soon as the show finishes, a third after a chat (a single drink) and a third will stay until closing time. Where there are post show events or entertainment, these will also be ticketed and behave in a similar manner to the above.

The Terrace and Ground Floor will have more traditional exit strategies and dining will be closed at 23:00, allowing for only bar snacks. Last orders will be announced 30 minutes before the end of licensable activity and a 30 minute margin will be placed between the end of the sale of alcohol and the venue closing to allow for staggered dispersal. The Terrace will be used as a smoking area after the Terrace is closed as a drinking establishment and subject to the same hours of operation and operational code as the First Floor, but without licensable activity.

## Security and Audience Management

A dedicated security control room with CCTV and communications console will be installed (subject to separate listed building consent), which will be accessible by trained Duty Managers and Security Staff on site. This will include, but is not limited to, front facing cameras at every entrance to the premises and back bar.

An Security Industry Authority security trained personnel will be present at the venue during operational hours, after 6pm an SIA security guard will be present at all venue entrances and this will be extended to additional floating security personnel during peak hours. As mentioned below, additional security will be specifically deployed to the First Floor theatrical production, as required for audience and staff safety, in partnership with the external theatre company.

Ushers, stewards and duty managers are all afforded SIA training in our organisations, ensuring that the workforce is confident in managing audiences.

Where possible, our casts and crews will be trained on our security procedures and how to inform security of any incidents in an efficient but discreet manner.

Bespoke audience management protocols are implemented for each event.

The venue operators will engage with Operation Angela, The local Pub Watch Groups, attend TOSCA briefings and continue their active engagement in Westminster specific safety programmes including Safer Westend and LEAR Radio system in consultation with The Society Of London Theatre's Head of Risk Phillip Brown.

The Stable's 24-hour security surveillance will be ancillary to the use of HH's system and the main external building security presence.

## Food and Beverage

There will be three kitchens on the site: the main kitchen will be at the rear of Unit 87 and will provide food for the Ground Floor as well as ancillary preparation for the Terrace. The Terrace will have a basic kitchen facility attached to the cocktail bar, for a simple bar menu. The First Floor will have a flexible kitchen space for in-show dining and events.

There will be two main bar spaces, the Ground Floor bar in 88 and the Terrace bar space. We will create temporary bars in the First Floor dependent on the production design, these bars will usually, but not exclusively, be for ticket holders and invited guests for intervals or pre/post show drinks.

## Health and Safety

Full risk assessment will be carried out on the building and regularly reviewed. Our venue management team, along with third party contractors will carry out daily inspections and keep an asset and maintenance log.

Victory Fire has been appointed as fire safety consultant.

Full risk assessment will be carried out on the building and regularly reviewed. Each new event will require a new risk assessment to be submitted to venue management.

Internal Health and Safety procedures are robust and compliant with ABTT, HSE and Theatre industry best practices.

All contractors will be required to provide a method statement, copies of insurance and comply with in-house policies.

## Deliveries and Transport

Deliveries will comply with The Stable's loading strategy, deliveries will occur between 8am and 7pm (usually before 12pm) wherever possible. On occasion, deliveries will take place before this time outside of our control, where this occurs we will contact the supplier to recommend alternative arrangements.

During show change-overs additional deliveries may take place between 0700 and 2100, but additional noise controls including engine shut-off will be imposed.