

# Hackney Bridge Lower Tier

## Site Management & Operations Plan

August 2022



# Table of Contents

- 1. Introduction**
- 2. Hackney Bridge Lower Tier Site Plan**
- 3. Site Management and Operations**
  - Site Management Team
  - Working with the LLDC and other Stakeholders
- 4. Hours of Operation and Licensing**
  - Proposed Opening Hours
  - Licensing
- 5. Visitor Management Strategy**
  - Capacity
  - SIA Licensed Door Supervisors
  - Entrances and Exit
  - Queuing
  - Prevention of noise breakout
  - CCTV
  - Managing Capacity
  - Wheelchair Accessibility
  - Winding Down
  - Dispersal Route Planning
  - The Local Area
  - Uber
  - Waste Management
  - Waste & Recycling Storage
  - Deliveries
  - Smoking Policy
- 6. Event Management**
  - Applying the LLDC's Event Management Coordination Framework
- 7. Health & Safety Policy**
  - General Policy Statement
  - Achievement of the Policy
  - Hackney Bridge - Organisation and Arrangements
  - Fire Safety and Equipment
  - Medical Assistance
  - Employees
  - Recruitment
  - Safety-Information & training
  - Environmental Responsibility
  - Accident Reporting
  - Weather
  - Washing
  - Smoking
  - Drug and Alcohol use
  - Discipline, Appeals and Complaints

## **8. Alcohol Management Procedures**

- Outline
- Licensing Objectives
- Staff Training
- Organisation
- Alcohol Sale Procedures
- Weights and Measures
- Legislation references

## **9. Drug Free Policy**

- Right of entry
- Keeping records
- Seizing and finding controlled substances
- Designing out drugs
- Staff Training
- General staff drug guidelines
- Awareness
- Searching

# 1. Introduction

Hackney Bridge is a canalside public destination close to Hackney Wick featuring workspace, public facilities, events, markets, restaurants and bars. Giving local enterprises the space they need to thrive together. The space includes workspace and studios for artists, makers and small businesses; as well as space for food businesses, retailers, markets, events, community gardens and more.

In addition to the existing offering at Hackney Bridge, it is our intention to further create value for our site and the surrounding community by rejuvenating and activating the Hackney Bridge Lower Tier. This exciting new outdoor space is reflective of our mission and values, which includes community engagement, exciting entertainment and cultural exchange, while offering a space to enjoy the outdoors right in the middle of London.

The Hackney Bridge Lower Tier Site Management Plan is in addition to the existing Site Management Plan for Hackney Bridge, and has been prepared with careful consideration to LLDC's Events Management Coordination Framework, in particular. The Event's Management Coordination Framework sets out an overarching Framework which provides some of the operational principles governing how events will be managed on any given day across the Park. It covers events that may be hosted on the Hackney Bridge Lower Tier. The site will therefore be managed in accordance with this framework, and this document sets out the proposed site management measures that Hackney Bridge's team will operate, in coordination with the tenants of the development.

## 2. Hackney Bridge Lower Tier Site Plan



Address: Hackney Bridge, Units 1-28, Echo Building, East Bay Lane, London, E15 2SJ

# 3. Site Management & Operations

## Site Management Team

Hackney Bridge has a dedicated site management team who will be responsible for the day-to-day operation of the Hackney Bridge Lower Tier once open.

This team will consist of the following roles:

- Site General Manager
- Venue Operations Manager
- Marketing Manager
- Events & Activation Manager
- Membership & Partnerships Manager
- Duty Managers

The site management team will also carry out daily, weekly and monthly tasks to ensure the site and immediate environment is well managed in terms of security and maintenance.

The site management team will undertake a daily full inspection of the site. This will be carried out using a detailed plan of the Lower Tier, including each of the buildings (temporary and permanent), public realm, lighting and CCTV systems, and any damage or graffiti will be marked up on the plan and issued to the maintenance team to undertake a same day repair, replacement or cleaning, as necessary. The site management team will also touch base with all of the tenants daily, to ensure all is in order.

Spares for the upper tier CCTV and lighting system will be kept on site to ease the speed of repair or replacement should that be necessary. The maintenance contractors will be placed on a service-level agreement (SLA) to require a 4 hour attendance time for repairs and maintenance issues, thus ensuring that the system is always left in good working order at all times.

## Working with the LLDC and other Local Stakeholders

Hackney Bridge will be responsible for the overall management of the entire Hackney Bridge Lower Tier site. Hackney Bridge will work closely with Mobile Garden, Our Park Life, and the LLDC.

An agreement with Thames Water and Copper Box Arena Management has been established by Hackney Bridge and the LLDC to allow occasional access to the Hackney Bridge Lower Tier, whilst allowing full access for Thames Water for their maintenance requirements and ensuring coordination with the Copper Box Arena. This is not for public access and will only be for occasional works or one-off deliveries which will need to be coordinated in a reasonable manner.

Hackney Bridge's site management team will continue to engage in regular communication with immediate neighbours including Copper Box Arena, Mossbourne Riverside Academy, Here East, East Wick & Sweetwater Projects, Energy Centre, and local residents to ensure smooth management of visitor access, transport management, Major Event Day strategies, noise management, and waste removal and cleaning.

The site management team will actively participate in the Park Programme Coordination Group for wider park planning and to avoid events and programming clashes.

The site management team will play a proactive role in local Pubwatch activity.

The site management team will attend local neighbourhood events and consultations including: LLDC Park Operations and Venues (POV) meetings, and local Business Forum events.

## **4. Hours of Operation and Licensing**

### **Proposed Opening Hours**

The general opening hours for the Hackney Bridge Lower Tier site are currently anticipated to be as follows:

- It is currently proposed that the site will be open to the public:
  - Monday to Sunday : 12PM – 10.30PM
  
- It is currently proposed that the licensed hours will be:
  - Monday to Sunday: 12PM – 10PM

Music shall be played at background levels at all times unless special temporary event permissions have been approved by the appropriate parties (see “Section 6 - Event Strategy” below)

The latest use of outdoor areas will be 10PM at which point Hackney Bridge site management will direct visitors to use the indoor licensed venues only.

It is considered that these hours of operation would be appropriate for the Lower Tier’s location in the Hackney Wick Neighbourhood Centre and are in line with those of existing canal-side venues on the opposite and adjacent sides of the River Lee Navigation.

The Hackney Bridge Lower Tier Site Management Plan has been designed with consideration to the Copper Box Arena directly to the east and the site management team will meet regularly with the Copper Box Arena management and LLDC Park Operations and Venues to ensure good management and coordination of venues in this area.

Hackney Bridge may want to hold occasional events that extend beyond typical daily operational circumstances (e.g. community engagement events, pop up markets, art shows, sports viewing events, etc.), but these will be held under separate temporary event license agreements with LB Hackney.

### **Licensing**

Hackney Bridge will work with third party consultants to develop an application for variation to existing premises licensing to include the Hackney Bridge Lower Tier for submission in May 2022, targeting licensing being granted in September 2022. The licensing variation application will be informed by information in this site management plan.

## **5. Visitor Management Strategy**

The purpose of this policy document is to outline the steps Hackney Bridge will be taking to ensure minimum disruption to the local community during the peak- hour operation of The Lower Tier, of crowd supervision, and customer ingress.

Crowd supervision and controlling the flow of guest ingress is an essential part of the operation for the Hackney Bridge Lower Tier, and when managed correctly it ensures not only the safety and enjoyment of our guests, but also peace of mind for our neighbours and the local community.

Our door supervisors and site managers have a wide and involved role to play in ensuring we operate a safe

and friendly event that benefits - rather than causes nuisance to - the local community.

### **Capacity**

We will limit the additional capacity of the Hackney Bridge Lower Tier to 275 including staff.

For the safety and enjoyment of our guests and staff, it is of utmost importance for senior management and senior door supervisors to correctly monitor and control the capacities on site.

### **SIA Licensed Door Supervisors**

During bar opening hours we will position one SIA door supervisor managing the Lower Tier space, in addition to regular support provisions for the overall Hackney Bridge site.

All SIA door supervisors will have personal radios where they can be contacted by management or senior staff at all times.

### **Entrances and Exit**

The main entrance areas are a key area of responsibility and bring with it three important roles:

- monitoring and managing people accessing the Hackney Bridge Lower Tier site
- monitoring and managing any queues to bars, toilets, market vendors, etc.
- managing the safe and quiet egress of people leaving the site.

We will always ensure there is no disturbance (noise, gatherings or litter) to local residents.

### **Queuing**

On Friday, Saturday, and Sunday we must plan for bar and toilet queues at peak times.

Should this occur, customers wishing to enter the bar site (beer garden) will be required to enter from the turf yard to ensure there is no queuing on the Tow Path or Tow Path access road.

The people in the queues should be instructed to queue quietly and respectfully, which is stressed to them by stewards and SIA staff operating the site.

We operate a democratic "door" policy where everybody is welcome provided:

- they aren't drunk
- they are not carrying or attempting to carry anything illegal (revealed via bag searches)
- Where possible drugs or weapons will be confiscated and the police immediately called.

### **Prevention of noise breakout**

In order to prevent noise breakout and minimise any disturbance to local residents, the music levels are to be monitored and kept at background level throughout the trading times.

Despite the fact that any queues will form within the Hackney Bridge Lower Tier turf yard so as not to cause nuisance to local residents, managers and door supervisors are still responsible for monitoring and controlling noise levels queues, and any loud and inappropriate behaviour will be dealt with immediately. Guests who misbehave in queues will be refused service and will be required to leave the site after fair warning.

### **CCTV**

Hackney Bridge provides 24 hour recorded and live CCTV of the common areas including internal corridors

and all external areas. Access to the CCTV is restricted to authorised personnel only. CCTV management is carried out in accordance with CCTV Code of Practice outlined by the ICO (Information Commissioner's Office)

### **Managing Capacity**

Total site capacity will be monitored and controlled by the senior SIA door supervisor at the entrance. The SIA door supervisor monitoring the entrances and exit points to the Lower Tier site will monitor and manage the capacity.

### **Wheelchair Accessibility**

Hackney Bridge, including the Hackney Bridge Lower Tier, is an inclusive environment, where access to internals is step-free. We also offer an internal DDA toilet on site which will be available for use at all times, and is accessible from the Lower Tier.

### **Winding Down**

Hackney Bridge Lower Tier will take all reasonable steps to ensure our customers do not flood the local area at closing time.

Thus, we operate a 60 minute winding down period before closing time that aims to disperse our patrons over the course of the period rather than all at once.

The key points to our winding down period are:

- Site Management of Hackney Bridge and the Lower Tier take responsibility for the orderly dispersal of our guests. A member of management will be encouraging the exit of the Beer Garden from 30 minutes before close to 30 minutes after. For this period at least 1 door supervisor will help monitor the Towpath and stairs area to assist in the safe and orderly dispersal of patrons.
- site management staff will remain on-site until at least 30 minutes after the venue has closed
- Sale of alcohol shall stop 30 minutes before the close of the site.
- Site Operations shall be subject to a “wind-down” procedure commencing 60 minutes before close of operation, with all regulated entertainment to end 30 minutes before close.
- The food and bar outlets throughout the area shall operate a staggered closing procedure.
- This policy is supported by a high profile supervision presence, encouraging customers to move on quickly.
- Security staff shall wear high visibility jackets, vests or arm bands at all times to distinguish themselves from members of the public. Stewards shall wear branded uniforms.
- Door-staff are trained to monitor crowd noise and actively dissuade any unacceptable noisy behaviour, encouraging customers to consider local residents when making their way home.
- Hackney Bridge shall display signage at the exits to the venue reminding customers to leave quietly and have respect for residents they may pass on their way home.

### **Dispersal Route Planning**

Our General Manager and SIA licensed door staff take responsibility for ensuring the quick, quiet and safe exit of guests from the site and from the immediate surrounding area.

Our training for door staff and marshals includes being sure:

- they know directions to local bus stops
- they know the main local bus routes
- they are aware of when the underground and overground closes

### **The Local Area**



Hackney Bridge takes disruption to the surrounding Lower Tier area seriously, and during the winding down procedure at least one member of door staff will patrol the surrounding Tow Path and stairs to help disperse patrons and prevent noise breakout.

SIA security personnel will be visibly available if any members of the public or interested parties want to contact us.

Furthermore, stewards will patrol the surrounding area to collect any litter left by our patrons.

### **Uber**

We are aware that our guests will order their own Ubers as they leave the premises. It is important for us not to cause a disturbance to the local area so we will position a marshal in a high-vis jacket on the Upper Tier of Hackney Bridge. Ubers and other minicabs will be asked to park on Copper Street and will be moved on by our uniformed stewards if they use their horn or idle their engines whilst stationary.

### **Waste Management**

As a responsible operator, Hackney Bridge aims to limit disruption to the local area with waste pick ups and will recycle as much as possible (please see our Sustainability Policy) housed in lockable waste stores within the loading area of Hackney Bridge. Our waste will never be left on pavement and is not accessible to the general public.

All beverages will be served in plastics, there is a no glass policy.

Food and Waste bins will be provided across the entire site, including the Hackney Bridge Lower Tier.

### **Waste & Recycling Storage**

We are aware of the risk of arson and our waste is kept in 1100 litre Eurobins

Our waste contractor provides recycling services and bespoke collection times.

Our waste management strategy ensures:

- No waste is collected at times that may disrupt local residents (in practice this means waste is not collected after 11pm or before 8am).
- We have enough storage capacity to store waste on site that is produced from 11pm to closing time
- Our waste is kept in Eurobins to reduce the risk of rodent infestation
- Our waste is kept in lockable stores to reduce the risk of arson
- Our storage facilities are cleaned once a week
- We do not leave waste on the pavement
- We separate cardboard, glass and general waste to ensure recycling

### **Deliveries**

All deliveries are to take place between 10am and 4pm on weekdays.

Delivery vehicles will unload inside the service yard and manoeuvre so they can exit the site in forward gear so as not to cause disruption to local traffic.

### **Smoking Policy**

Any customers found to be smoking inside temporary structures on the Lower Tier will be asked to leave immediately. Smoking outside on the Hackney Bridge Lower Tier will be permitted.

Ashtrays and cigarette disposal will be provided throughout.

The Hackney Bridge Lower Tier will be checked by cleaning staff at the end of each service and any cigarette butts will be removed.

## 6. Event Management

### a) Applying the LLDC's Event Management Coordination Framework

As set out in LLDC's Event Management Coordination Framework (EMCF) (September 2013), a carefully planned events and cultural programme will help draw local people into the Park, and will help build a sense of attachment and ownership amongst them.

Compliance with the EMCF ensures that the use of Hackney Bridge Lower Tier will be managed, on a day-to-day basis, in a way that is consistent with the LLDC Event Management Coordination Framework and the wider management principles for the Park.

As set out in the EMCF, events can be defined as ***"installations or short-term attractions or happenings that take place on a frequent or infrequent basis"***.

The potential range of events at Hackney Bridge Lower Tier would fall under the following EMCF classification of events based on size of attendance:

- Medium – an attendance of more than 499 but less than 4999 (with proper temporary event permissions); and
- Small – an attendance of less than 499.

In accordance with the EMCF, Hackney Bridge will ensure proper day-to-day coordination of the Hackney Bridge Lower Tier site and will be responsible for the management of small to medium size events. |

The Hackney Bridge site management team will work with the LLDC Park Operations and Venues team to develop a detailed strategy for site operations on Medium size event days as required by the conditions on the premises and temporary event licenses. 28 days' notice will be given to the Copper Box Arena for any events in which estimated site capacity will exceed 2,000 people.

The Hackney Bridge site management team will actively engage and attend the QEOP Park Programming and co-ordination group to ensure all events on the Hackney Bridge Lower Tier are advised and coordinated in a timely and cohesive fashion.

Events will generally be managed in accordance with the day-to-day site management measures, including public access, opening hours and delivery and servicing. The site management team will meet regularly with the Copper Box Arena management and LLDC Park Operations and Venues to ensure good management and coordination of events in the area. The site management team will identify event situations where various additional measures may be required, including:

- Temporary amendments to hours of operation and licensed hours
- Temporary amendments to site visitor capacity (medium sized events)
- Additional security staff
- Crowd segregation
- Amendments to standard Dispersal Plans and Traffic Management Plans

## 7. Health & Safety Policy

### General Policy Statement

It is the established policy of Hackney Bridge, including the Hackney Bridge Lower Tier, to comply with the Health & Safety at Work, etc Act 1974 (and Regulations made under it) and to maintain safe and healthy conditions within the working environment.

Hackney Bridge will, so far as is reasonably practicable;

- Reduce, monitor and review risks to employees, visitors, members of the public, contractors and anyone who may be affected by our business activities.
- Provide and maintain systems of work, which are safe, and without risk to health.
- Provide and maintain arrangements for the safe transportation, storage, use and handling of articles and substances.
- Provide employees with the information, training, instruction and supervision necessary to carry out their role in a safe manner, and to secure their health & safety at work and that of others who may be affected by their acts.
- Keep the workplace safe and ensure that means of access and egress are safe and without risk to health.
- Carry out health surveillance, where required.
- Ensure that all machinery, plant and equipment is maintained in accordance with regulations and withdrawn from use if unsafe.
- Consult and communicate with employees on matters affecting their health, safety and welfare at work.

Hackney Bridge expects employees to take care of their own health & safety and that of others, from within the company or outside, who may be affected by their acts.

Employees are not to interfere with, misuse or wilfully damage, anything provided in the interests of health & safety.

A safe and enjoyable space is of prime importance and is an integral component of our success. Our policy is to provide and maintain safe and healthy working conditions, equipment and systems of work for all our employees and to provide such resources, information, training and supervision, as they need for this purpose.

Through the implementation and periodic review of this policy Hackney Bridge aims to secure the health, safety and welfare of everyone who works at Hackney Bridge and the Lower Tier throughout the space. Hackney Bridge therefore endeavours to take all reasonable steps to ensure the objectives of this policy are met and that necessary resources are allocated to accomplish our goals.

This policy will be reviewed for every new site use, or on significant changes within the operations of the business. The company will make any changes known to employees.

### **Achievement of the Policy**

The policy is to be implemented through the organisational chain using the procedures detailed in the policy and other related documents and procedures. Those persons with specific responsibilities for health and safety are to ensure that these responsibilities are correctly delegated to competent person(s) in their absence.

It is a responsibility of all managers and supervisors to take reasonable steps to ensure safe working within their areas of responsibility. Hackney Bridge recognises the need to encourage employee participation and consultation to maintain high standards of awareness and continuous improvements in H&S performance, procedures have been established to accomplish this.

This policy and any subsequent changes are to be brought to the attention of all employees and others who

could be affected. All persons, no matter what their work role, are expected to co-operate to achieve these objectives.

With good planning, communication and co-operation we aim to achieve the highest standard of health, safety and environmental protection for all who visit Hackney Bridge and the Hackney Bridge Lower Tier. The effectiveness of this policy will come from the individual and combined efforts of all of us to make it successful.

### **Hackney Bridge – Organisation & Arrangements**

Having considered industry best practices, the health & safety representative assisted by the premises supervisor, carries ultimate responsibility for standards of health and safety at Hackney Bridge and Lower Tier events.

#### **Primary Duties:**

- Implement the Hackney Bridge's Health & Safety Policy.
- Arrange for funds and facilities to meet the requirements of the policy.
- Ensure the policy is revised before each new addition or change to the function or operation of the site
- Understand the policy and the responsibilities allocated to each stratum of management.
- Carry out provision of the operating schedule, risk assessment and event management plan.
- Monitor and review the implementation of the policy, including a review of paperwork and regular onsite inspections
- Provide staff advice and guidance on legislative requirements and safe working practices.
- Make RIDDOR reports when & if required.
- Investigation of accidents and dangerous occurrences, and advise on the steps necessary to avoid recurrence.
- Assist enforcement officers in their monitoring of safety standards at the events.
- Liaison with Health and Safety Executive and Local Authority officers, and any other organisations with view to improving any aspect of health and safety.
- Plan and organise their areas so that work is carried out to the required standard with minimum risk to contractors, employees and the general public.
- Identify any specific risks arising from operations in their area and conduct an appropriate Risk Assessment to identify appropriate control measures.
- Conduct fire risk assessments by qualified personnel.
- Ensure compliance with The Smoke Free (Premises and Enforcement) Regulations 2006 (smoking ban), to ensure that no smoking occurs within enclosed spaces within the relevant area.
- Ensure that this policy is observed on site and that all relevant registers and records are completed.
- Give advice on the location of fire, medical and welfare, toilet and washing facilities to staff and others working in their area names and records have been retained.
- Ensure all staff working in their area are aware of accident and emergency procedures (including those to be adopted in the event of a major Incident).
- Conduct specific Risk Assessment for any under 18's, pregnant women or new mothers who are working within the relevant area.

### **Fire Safety and Equipment**

Ensure that a fire safety risk assessment is carried out under the Regulatory Reform (fire safety) Order 2005 by a competent person. This person must be fully aware of the activities within the relevant area.

Staff shall be informed where extinguishers and other safety related equipment are positioned. This is as important prior and after the event as it is during it.

Fire risks should be kept as low as practicable by minimising the quantities of flammable materials stored on Hackney Bridge Lower Tier.

Fuels, flammable liquids and gas cylinders should be kept to a minimum, stored in a secure area and adequately signed to warn of the hazard.

**Attention should be focused on minimising fire hazards rather than reliance on fire-fighting equipment.**

### **Medical Assistance**

Hackney Bridge must ensure that employees are informed of the position of first-aid kits. Employees should not be asked to undertake work, which will endanger the event's employees, himself or any other persons including the public. Employees should be advised of any known hazards, which they may be exposed to, particularly if they are not obvious.

### **Employees**

All employees are expected to co-operate to ensure the goals of this policy are attained.

Safety is everyone's responsibility and it involves good planning and preparation. Working with awareness and considering the consequences of all our actions, is the basis of safety at work during site operation. The effectiveness of this policy will come from the individual and combined efforts of us all. Without the commitment and participation of all employees the goals of this policy will not be achieved.

### **General Duties:**

- All employees are expected to cooperate with Hackney Bridge to ensure the goals of this policy are attained.
- Employees are not to recklessly interfere with or misuse anything provided in the interests of health and safety.
- Employees should inform their area organiser or any other official of any unsafe act or unsafe condition which they believe to be a risk to health and safety.
- They should be alert to potential dangers to safeguard the health and safety themselves their colleagues and anyone else who could be effected,
- They should report to their immediate manager any ailment, which could affect the health and safety of themselves or others at work.
- They should not expose themselves or others to unnecessary risks.

### **Recruitment**

We are an equal opportunity employer. Applicants will not be recruited if thought not to be capable to undertake the work available. Experience, competence, formal qualifications and certification as required will need to be confirmed.

### **Safety-Information & training**

All employees will be informed of safety measures taken to control risks during work. Hazards will be identified, and where possible removed. Where it is not possible to remove the hazard, the hazard will be controlled. Safety information and associated control measures relating to any hazardous substances used will be given to employees. Safety information will be given during training and at meetings arranged in each area. Feedback on safety points are encouraged and should be passed to the supervisor. All employees are expected to perform their task in accordance with the information and training provided.

### **Environmental Responsibility**

Hackney Bridge will make every effort to ensure that:

- Environmentally hazardous materials are not brought onto site
- Impact on the site, including the Lower Tier, must be minimised
- Sensitive areas such as streams and nature reserves must be avoided
- No liquid waste should be discharged into hedges or streams or any place other than a designated tank provided by the site
- Wherever possible rubbish will be recycled
- All equipment, materials, vehicles, tents etc must be removed from site following events.
- All used cooking oil will be disposed of in an environmentally safe manner

### **Accident Reporting**

Area offices should contain an accident book, all accidents should be entered and the Operations Director notified of serious or dangerous occurrences. In the event of a major incident, materials and equipment should be left undisturbed, providing they do not create a hazard. The Operations Director should be contacted and an investigation will be started.

### **Weather**

Care should be taken of exposure to strong sunlight. Covering the skin is the best protection for burning. Hats and protection to the back of the neck may be required.

Wet weather brings increased risk and extra care should be taken with every operation. If exposed to the elements suitable wet weather clothing should be worn. Ensure that you are dressed appropriately for the weather conditions.

### **Washing**

Personnel should protect their health and welfare by frequent use of hand basins provided, particularly after coming into contact with mud, or when handling food, Research has shown that E Coli O157 is spread via farm slurry and therefore it is very important that you wash yourself if you have come into contact with mud.

### **Smoking**

Smoking is not permitted inside any Hackney Bridge buildings or in any enclosed space, including on the Hackney Bridge Lower Tier. This means any tent, marquee or other structure where more than 50% of the side walling is in place.

Management & all employee's of Hackney Bridge will be expected to lead by example and not permit smoking in such work areas.

No smoking is allowed in any situation where there is a high risk of fire or explosion e.g. near flammable liquids or transportable gas containers.

### **Drug and Alcohol Use**

Hackney Bridge will not tolerate the use of drugs or alcohol by staff or contractors whilst at work. Any person found to be under the influence of drugs or alcohol will be required to cease work and may be ejected from the site.

### **Discipline, Appeals and Complaints**

All employees have a duty to co-operate with the Premises Licence Holder and to comply with the law in

matters of health and safety. Failure to do so or to follow safe working practices after receiving suitable advice and encouragement may result in disciplinary action.

## **8. Alcohol Management Procedures**

Hackney Bridge is committed to best practice in the responsible retailing of alcohol sitewide, including the Hackney Bridge Lower Tier. Below are the steps that Hackney Bridge takes to ensure the site is strictly adhering to The Licensing Act 2003.

As our events contain the sale of alcohol, it is vital that we ensure patrons are never encouraged to consume alcohol to excess. Hackney Bridge implements strategies designed to decrease the experience of alcohol-related harm associated with the supply and sale of alcohol.

We understand our responsibilities in respect of operating within a highly regulated industry and any licensing conditions applicable. We aim to ensure the responsible operation of our premises at all times for guests, staff and the wider community.

Hackney Bridge has been operating since 2020 and our Alcohol Management Plan aims to ensure that all of our licensed premises are operated responsibly, safely, within the parameters of the law and provide an environment for the sensible, controlled consumption of alcohol.

We are mindful of our duty of care as a retailer of alcohol and, through training and the use of our own and trade association produced materials, we are able to implement initiatives aimed at combating under age and irresponsible drinking.

### **Alcohol Management Outline**

Our bars sell beer, wine, spirits, soft drinks and cocktails. SIA Stewards are always on duty at our events and signage including prices of drinks is prominently displayed.

### **Licensing Objectives**

Hackney Bridge is committed to the four prime objectives of the Licensing Act 2003 and the New Mandatory Licensing Condition – Selling Alcohol Responsibly.

#### **The four Licensing Objectives are:**

- The prevention of crime and disorder.
- Public safety
- The prevention of public nuisance
- The protection of children from harm

Hackney Bridge seeks to work closely and constructively with the key authorities in pursuit of these objectives. The Company is committed to the responsible retailing of alcohol and recognises that it is a fundamental part of what we do, every day. Hackney Bridge supports regional crime and disorder partnerships and aims to participate fully in the drive against 'binge drinking' and its related effects, as outlined in the Alcohol Harm Reduction Strategy for England. Hackney Bridge recognises that good management has a direct bearing on the security of our units and we only use security staff who have gained SIA accreditation.

**Hackney Bridge will at all times observe the law with regard to the sale of alcohol and all other products by:**

- Supporting 'test purchasing' conducted by police and licensing authorities as a way of helping to enforce the law
- Not serving alcohol to anyone who we believe is intoxicated
- Not permitting promotions limited to very short periods of time such as happy hour schemes
- Not serving customers we believe to be under 18 years of age - nor to anyone who we suspect of passing alcohol to under 18s.
- If a customer looks under 25 years of age we will ask for a recognised form of ID
- Not offering any incentives to our customers to drink irresponsibly
- Providing our staff with access to information about units of alcohol and alcohol by volume in order to provide that information to customers
- Observing all other conditions of licensing law

### **Staff Training**

Hackney Bridge is committed to educating, training and supporting its managers and staff so that they are able to carry out their duties under this policy and the law. All staff will have attended a relevant training course in relation to the supply of alcohol.

### **Organisation**

#### **Operations Director / DPS**

Kathryn Clements – Personal License Number – 11/06729/LAPER

The Ops Director has overall responsibility for unit operations and strategic decision making and specifically for liaison with the council. As DPS they are responsible for authorising the sale or supply of alcohol.

#### **Site Directors**

The Site Directors are Personal License holders and are responsible for the day-to-day operation of our sites.

#### **Bar Supervisors**

The Bar Supervisors are responsible for the day to day supervision of the unit staff and effective management of unit operations, and in particular the enforcement of the Premises License pertaining to alcohol sales.

#### **SIA Security Operatives**

SIA Security Operatives will be deployed on the sites and will be in place during the agreed opening hours. All security operatives hold an SIA Licence and carry a two way radio and are easily identifiable.

#### **Security operatives shall provide:**

- Protection of property
- Protection of staff
- Protection of cash from sales
- Maintaining public order within Hackney Bridge demised areas
- Enforcement of the Premises License and Bar Operations Plan (where applicable)
- To support the bar staff in preventing 'under age' drinking
- Respond effectively to any given emergency
- Maintain incident books for any on-site incidents that require their involvement

### **Alcohol Sale Procedures**



Underage alcohol consumption and drunkenness will not be tolerated by the management of Hackney Bridge. The following measures illustrate the policies for the sale and supply of alcohol at our events:

- Designated Personal License holders will oversee the supply of alcohol and will be responsible for the management and implementation of the procedures
- All alcohol sales will be sold in accordance with the Premises License
- No alcohol will be sold to persons under the age of 18. If the customer looks under the age of 25, ID will be requested.
- Acceptable forms of ID are:
  - Driving license
  - Passport
  - 'PASS 'Prove it cards
- *Challenge 25* signage will be prominently displayed at all points of sale where alcohol is supplied
- An Incident Book will be maintained behind each bar to log any situations of a refused alcohol sale *i.e.* attempted under age drinks purchase/intoxicated patron
- Any attempted use of fraudulent ID will be reported to the senior management immediately
- Hackney Bridge will not tolerate drunk and disorderly conduct
- Hackney Bridge will not tolerate rude and abusive conduct
- Hackney Bridge have the right to refuse the serving of alcohol at their discretion
- Any person posing as a potential threat or otherwise to members of the public /staff will be reported to SIA Security Operatives, the Duty Manager and where necessary the Police
- All drinks will be served in the correct measures and in accordance with the law
- No free samples of alcohol will be distributed or 'happy hour 'schemes adopted
- A copy of the Premises License will be prominently displayed
- Dispensing alcohol directly into the mouth is prohibited
- Customers will have access to free tap water where reasonably practicable.

#### **Proxy sales:**

Hackney Bridge recognizes that the risk of proxy sales is very real at outdoor events. If a member of staff suspects that an adult is buying alcohol to give to a minor the following course of action will be adopted:

- Question the person politely as to the destination of the purchase
- Ask to see the other consumers and check their IDs.
- Where this is not achieved restrict the sale to the amount of adults present with valid ID
- Explain to them that they commit a criminal offence if they purchase the product with the intention of giving it to a person underage
- Tell them that if they are found to have supplied alcohol product to an underage person, they will be evicted from the venue and could be reported to the Police.
- Instruct SIA door supervisors to keep an eye on the suspect group

#### **Weights and Measures**

Drinks will only be sold in approved measures as required by the Weights and Measures Act. These are:

- Pints, half pints and third of a pint for draught beer, lager, and cider (and multiples)
- Multiples of 25ml or 35ml for gin, rum, whisky, and vodka except when they are served as part of a cocktail
- 125ml or 175ml for glasses of wine

#### **Legislation references:**

- Licensing Act 2003 Weights and Measures Act 1985
- The Licensing Act 2003 (Personal licenses) (Amendment) Regulations 2012

- The Licensing Act 2003 (Personal licenses) (Amendment) Regulations 2012
- Mandatory licensing conditions introduced by the Licensing Act 2003 (Mandatory Licensing Conditions) Order 2010

## 9. Drug Free Policy

At Hackney Bridge we are aware that due to the nature of our business, the licensed trade, that we may come into contact with illegal substances either through our staff or our customers.

We endeavour to protect the business against this problem by setting out this drugs policy. This policy is to minimise the potential of harm from illegal substances to all our customers whilst on the premises, protecting their welfare and health & safety.

This policy is to make staff aware of illegal substance misuse and encourage them to assist in keeping illegal substances out of the premises, including but not limited to the Hackney Bridge Lower Tier.

### Right of entry

The DPS, a member of Management or SIA Door Supervisors acting on the behalf of Hackney Bridge reserves the right to decide who will be allowed to enter the premises; they also have the right to ask a customer to leave the premises, if there is a good reason.

### Keeping records

All incidents are to be noted in the incident book held behind each bar or in the office. As soon as it is reasonably practicable after an event or incident, accurate notes will be made in the relevant book. This information should be as accurate as possible should it be required as evidence in support of any prosecution.

### Seizing and finding controlled substances

*Misuse of Drugs Act 1971* states

Knowing or suspecting the substance to be a controlled drug the person takes possession of it **for the purpose of preventing another from committing or continuing to commit an offence in connection with that drug** and that as soon as possible after taking possession the person took all such steps as were reasonably open to them to destroy the drug or deliver it into the custody of a person lawfully entitled to take custody of it.

In compliance with the above, where staff take possession of a suspected controlled drug it is to be stored in a locked metal box in the safe labelled drug box. At the earliest opportunity the manager on duty will take action to hand the substance to the police for disposal or for the police's retention as evidence in any enquiry.

### Designing out drugs

Drug mis-users and dealers go to great lengths to avoid their activities coming to the attention of Management and staff. Areas like passageways and toilets are generally utilised by individuals seeking to conceal illegal activity. We will endeavour to reduce such opportunities by regular management checks and having an environment that increases the possibility of detection.

### Staff Training

Training of staff at Hackney Bridge is a high priority. All staff will be made aware of their responsibilities. All staff who come into contact with customers must know the venue policy in relation to drugs and what to do if a problem arises. All staff will receive training to recognise the presence of drugs and how to deal with the consequences of misuse.

All staff will be briefed at induction, as to whom they should report to in the event of problems. This will include cleaning staff who are most likely to find any drug litter which may include dangerous items.

### **General staff drug guidelines**

- The possession, use or distribution of drugs for non medical purposes when on the premises is strictly forbidden
- If you are prescribed drugs by your doctor, which may affect your ability to work, you must discuss this with your direct line manager.
- Any employee who suspects another employee of drug, substance or alcohol misuse should report this to their line manager.
- Should anyone suspect that staff/door staff are engaged in the distribution of controlled or non prescribed substances either on or off the premises, senior Management will be informed who will further investigate the matter and report to the police and cooperate fully with any investigation they deem necessary.

If you are concerned that prohibited activity might be taking place on the premises, you should always look into it further. If this confirms or supports your suspicions, you will need to report this matter to the DPS, Manager and door staff.

If you are aware of a prohibited activity taking place on the premises, you must decide on a course of action. Actions that might be taken, once colleagues are aware of your concerns, include instruction to those involved to stop their activity, or other steps including warnings, making them leave the premises or complete exclusion. Ideally these actions are to be carried out by senior management, the DPS or door staff, who can in turn liaise with the Police.

It is your obligation under *section 8 of the Misuse of drugs Act 1971* to prevent the prohibited activity. If you fail to take reasonable steps available to you to prevent the prohibited activity, then you may be committing an offence.

### **Awareness**

The signs to look for of both users and dealers are as follows;

#### **Signs of drug use:**

- Small packets made of folded paper, card or foil
- Empty sweet wrappings left in toilets
- Payment with tightly rolled banknotes, or notes that have been tightly rolled
- Traces of blood or powder on banknotes
- Drinking straws left in toilets
- Traces of powder on toilet seats or other surfaces in toilets- or obviously wiped clean surfaces
- Syringes (danger of infection-do NOT touch with bare hands and dispose of safely)
- Spoons left in toilets
- Pieces of burnt tin foil

#### **Physical signs of drug abuse:**

- Very dilated pupils
- Excessive sniffing, dripping nose, watery or red eyes
- Sudden severe cold symptoms following a trip to the toilet or outside
- White marks/traces of powder around the nostrils

### Signs of drug abuse-Behaviour

- Excessive giggling, laughing at nothing, non stop talking
- Non stop movement, jiggling about, dancing
- Gagging or retching actions
- Excessive consumption of water or soft drinks
- Sudden inexplicable tearfulness or fright
- Aggressive behaviour
- A change in behaviour following a trip to the toilet or outside

### Signs of dealing

- A person holding court, with a succession of visitors who only stay a short time
- A person making frequent trips to the toilet or outside, followed by different people
- People exchanging packages or cash, often done secretly, but may be open to avoid suspicion
- Furtive behaviour, huddling in corners, whispering
- Dealers are not identifiable by appearance alone; they may be very respectable looking

### Searching

Site management may approach customers at random or with cause and inform them that we would like to subject them to a speculative search should they wish to gain entry to the premises. They are informed that they have the right to refuse, but that they will not be granted permission to remain on the premises if they do so.

Should the person refuse to submit to a search they are informed that this is a condition of entry and they will be asked to leave.

Should they agree to be searched they are asked to accompany the staff to an area set aside for the purpose. In a manner that cannot be deemed threatening and in the presence of two or more staff, **at least one** of the same gender as the person, the policy is again explained to them. The individual is again asked if they are prepared to consent to a search of their outer garments and personal effects.

Immediately prior to the search taking place the person will be asked whether they are in possession of any controlled substances or other illegal articles and in any event will be subjected to a speculative search of their outer garments and personal effects only by a person of the same gender.

If substances are discovered the person will be informed that it would be desirable that they remain until the police attend to clarify matters and the Police should be called immediately. Staff will ask them what the substance is. Staff should be careful that the person cannot retrieve articles from them. If the police do attend the finder of the substance and the witness should relate to the police in the presence and hearing of the accused what has taken place. Drugs are handed to the Police who have the powers to caution or arrest the individual.

If the person insists that they would like to leave they should be allowed to do so, without the confiscated drugs.

If no drugs are discovered, the person should be thanked and allowed to enter the premises without further hindrance and thanked for their assistance and understanding.

If someone has managed to already enter the premises and is suspected of being in possession of drugs they may be approached and asked courteously to accompany the staff to a quieter place. They are then asked if they agree to the search being conducted in accordance with our entry requirements. **If it is decided to make an approach to a person or persons within a group, try to isolate the individual before doing so. This will avoid undue confrontation and bravado on their part.**

Again should the person refuse to submit to a search then they are informed that this is a condition of entry and they will be asked to leave.

**It is vital that all staff take extreme care when searching people or clothing as needles or sharps are often concealed. If any member of staff is pricked, seek immediate medical attention.**