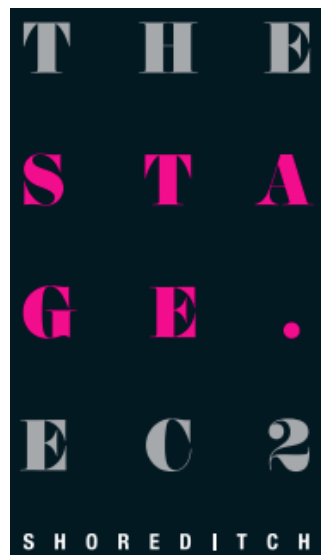


The Stage Shoreditch London EC2



Operational Management Statement

incorporating

Proposed Conditions

September 2023

1 Introduction

- 1.1 This Operational Management Statement (**OMS**) is submitted by the applicant to support its applications for 2 new Premises Licences in respect of Hewett Unit 2 and The Bard Unit 1 situated at The Stage, Shoreditch, London EC2 (“**The Stage/the Estate**”) (“**the Applications**”).
- 1.2 The OMS is intended to read in conjunction with the premises licence application for each unit. Discrepancies are not intended. Should a discrepancy arise, any premises licence granted by the Licensing Authority shall take precedent over the contents of this OMS.
- 1.3 The Stage is a mixed-use development in Shoreditch, London EC2. The development consists of a new 40-storey residential tower and theatre, as well as two buildings providing approximately 25,000 square metres of office space and approximately 4,500 square metres of shops, restaurants and bars on a 2.5-acre site in Shoreditch, East London.



- 1.4 The office and retail elements of the development have been designed to achieve a BREEAM 'Excellent' standard and residential units will achieve Code for Sustainable Homes level four.
- 1.5 The scheme encompasses various elements: Retail, Commercial (Office), and residential including Exhibition and Public realm space. The uses have been located around the site to suit their function and relationship to the wider area.
- 1.6 The Estate will function and be managed as a high quality, mixed use development operating on a 24/7 basis.
- 1.7 The applicant is committed to a high standard of professional and responsible management. The proposed management systems will ensure that the units are operated

successfully, sympathetically and without adversely affecting local residents or other businesses.

1.8 The controls set out in this document and corresponding Premises Licence applications place emphasis on the promotion of the Licensing Objectives.

1.9 The standard operating hours sought for the units are as follows which are within Core Licensing Hours:

	Opening Hours	Sale of Alcohol	Late Night Refreshment
	Timings	Timings	Timings
Monday to Thursday	08:00 – 23:30	08:00 – 23:00	N/A
Friday & Saturday	08:00 – 00:30	08:00 – 00:00	23:00 – 00:00
Sunday	10:00 – 23:00	10:00 – 22:30	N/A

1.10 The purpose of the OMS is to ensure the Licensing Objectives are promoted and to consider the impact of the licences sought in the specific locality.

1.11 The applications form part of an estate wide development, with residential needs as important as the businesses the site affords opportunities for. The provisions set out in this OMS, **including the safeguarding elements** that arise from a development of this type, with, inter alia, **specific estate security provisions, out of hours guarding, landscaping and cleansing** – creating environmental enhancements to the area, together with hours sought for licensable activities within Core Licensing Hours present an appropriate application package for the locality.

2 Estate Security, Cleaning and Safeguarding

- 2.1 A 24/7 security presence will be operated on site, covering the common areas, retained areas, access points, external perimeter and retail garden areas of buildings. Occupiers will be responsible for in-demise security functions, which will be tailored to each individual demise.
- 2.2 A security control room will be located at Basement One Level and will be the centre of security operations for the Estate.

CCTV

- 2.3 The following conditions shall apply in respect of the individual units:
 - 2.3.1 *The licensee shall install and maintain a comprehensive CCTV system as per the minimum requirements of a Metropolitan Police Crime Prevention Officer. All entry and exit points will be covered enabling frontal identification of every person entering in any light condition. The CCTV system shall as a minimum continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises. All recordings shall be stored for a minimum period of 31 days with date and time stamping. Recordings shall be provided immediately upon the request of Police or authorised officer throughout the preceding 31 day period.*
 - 2.3.2 *No less than one member of staff who is able to operate the CCTV system shall be on the premises at all times.*

Security Officers

- 2.4 Security Officers will require customers service skills in addition to experience in security. Key activities will include counter surveillance, customer satisfaction, incident management and emergency evacuations.
- 2.5 Security Officers will be predominantly be position in the reception areas to provide a customer focused service to visitors entering and leaving the buildings and to provide a secure working environment.

Out of Hours Guarding

- 2.6 Out of hours security is anticipated to be in place between 19:00 and 07:00 Monday to Friday and 24 hours on Saturday and Sundays.

Cleaning

Housekeeping

- 2.7 The intention is for all common parts of the Estate – such as reception areas, lifts, lobbies, common WCs – will be cleaned regularly by contract cleaners employed by the Managing Agent to industry standards on a daily basis in preparation for core opening hours.

- 2.8 A dedicated team of on-site housekeepers will ensure that common areas present well at all times and that spillages or other reactive cleaning tasks will be dealt with during core hours.
- 2.9 Regular inspections of heavily used areas will ensure that the Estate standards are maintained throughout the day, supplemented by extra resource out of hours to ensure heavy traffic areas are refreshed for the start of each day and allow deep and specialist cleans to be carried out where necessary.

Window & Façades

- 2.10 External window cleaning and cleaning of the cladding will be undertaken in line with access strategies specific to each building.

Maintenance

- 2.11 A Technical Service Manager will have responsibility for management of all hard services, with an Engineering Manager reporting to them.
- 2.12 Third Party Consultants will support any major project work.
- 2.13 Estate wide services of sprinklers, fire alarms and security systems will be controlled centrally.
- 2.14 All maintenance shall be carried out to SFG 20 standard as a minimum.

Landscaping

- 2.15 The maintenance of the external Estate areas will be undertaken by a specialist landscaping contractor.

Waste Management

- 2.16 A Waste Management Strategy will be produced and in operation for each occupier. See further section 7 below.

Helpdesk

- 2.17 A Helpdesk facility is intended to enable occupiers and building management to be kept informed of issues relating to specific unit and retained and common parts. The intention is to (i) provide a central point of contact; (ii) to provide assistance with general and maintenance queries; & (iii) to keep occupiers informed in relation to outstanding issues.

3 Planned Management Measures for Control of Noise

Executive Summary

- 3.1 The departure of customers from the Premises shall be managed in accordance with the Dispersal Policy at section 6 of this document. The management controls set out in the Dispersal Policy are designed to ensure all customers leave the area as quickly and as quietly as possible.
- 3.2 A Deliveries, Collections & Servicing Procedure seeks to ensure these activities have minimal, if any, impact on the local amenity. The relevant procedures are set out in section 7 of this document.

Prevention of Noise and Vibration

- 3.3 The objective of the management controls are to ensure residents and other businesses are not disturbed by noise from the Premises in accordance with Licensing Objective: Prevention of Public Nuisance.
- 3.4 Management controls are included in the Dispersal Policy at section 6 and the Deliveries, Collections & Servicing Procedure at section 7 of this document.
- 3.5 The following conditions are proposed
- 3.5.1 *A minimum of 1 SIA door supervisor per 100 customers shall be employed from 20:00 hours on Friday and Saturday nights, until the venue has fully dispersed its customers from the venue. Additional SIA door supervisors shall be employed on a risk assessment basis. When employed, all SIA staff shall wear a high visibility armband or vest to be easily identifiable. They shall enter their name, address, SIA number and times they begin and finish their shift in a daily register. If employed by an agency all agency contact details shall be recorded also.*
- 3.5.2 *The licence holder shall ensure that any queue to enter the premises which forms outside the premises is orderly and supervised by door staff.*
- 3.5.3 *The external area will not be used after 22:30 hours except for patrons permitted to temporarily leave and re-enter the premises, e.g. to smoke, and shall be limited to [TBA] persons at any one time.*
- 3.5.4 *All customers in external areas to be seated unless in a designated smoking area.*

4 General Operational Controls

4.1 The applicant's management team takes their responsibilities as a neighbour very seriously. Management controls include:

4.1.1 Extensive employee induction and on-going refresher training, including:

4.1.1.1 Responsibilities in the local area and towards local residents.

4.1.1.2 Customer care and hospitality.

4.1.1.3 Complaint handling.

4.1.1.4 Food Safety.

4.1.1.5 Health and Safety.

4.1.1.6 Fire Safety.

4.1.1.7 Obligations under the Licensing Act 2003.

4.2 Operational procedures to mitigate nuisance in the local area, including:

3.2.1 Responsible management of customers in and outside the Premises.

3.2.2 Controlled management of the arrival of customers.

3.2.4 Controlling and supervising customer smoking (see section 5 below).

3.2.5 Sympathetic servicing of the Premises, see licence conditions for further details.

3.2.6 Internal CCTV coverage including full frontal imaging of anyone entering the Premises. At any given time, there will be at least one member of staff on duty who is fully trained to operate the CCTV system.

3.2.7 Appropriate notices shall be displayed and maintained at all exits in a place where they can be seen and easily read by customers requiring customers to leave the premises and the area quietly.

5 Smoking Policy

- 5.1 The applicant is fully committed to ensuring cleanliness and reducing the noise level surrounding the Premises. The following measures will be in place to support it:
 - 5.1.1 Appropriate staff will monitor cleanliness and noise level outside with regular inspections and cleaning.
 - 5.1.2 Customers wishing to smoke will be directed to a specially designated smoking area where smoking receptacles will be available for use.
 - 5.1.3 Guests permitted to smoke at any one time will be restricted in accordance with licence conditions where applicable.
 - 5.1.4 Use of external areas will be time restricted at night time in accordance with the timings set out on each premises licence and persons shall only be permitted to use the area for smoking after such time, restricted to a set number at any one time where conditioned on the premises licence.
 - 5.1.5 The DPS or nominated deputy is responsible to oversee and ensure all measures are executed without fail and in a timely manner.

6 Dispersal Policy

People Arriving, Departing and in the Vicinity

- 6.1 The objective of the Dispersal Policy is to ensure a quiet, controlled and swift dispersal of the Premises' customers.
- 6.2 The Dispersal Policy promotes a professional and responsible management of customers as they leave the Premises to ensure they make their journey home without any adverse impact on local residents, and in particular those residents in neighbouring buildings.
- 6.3 Despite the Premises' central location, employees are made aware that local residents live close by, including those in the neighbouring building.
- 6.4 This Dispersal Policy will be followed throughout the opening hours, although particular attention will be paid to customers leaving at night.

Dispersal

- 6.5 Customers are expected to depart the Premises in a gradual and controlled manner until close.
- 6.6 Towards closing time, the following measures may be utilised where necessary to assist in a gradual and quiet closure of the Premises:
 - 6.6.1 Raised lighting levels where appropriate.
 - 6.6.2 Politely reminding customers the Premises is about to close.
 - 6.6.3 Asking customers if they require a taxi and advising customers to wait inside the Premises.
- 6.7 All exits have notices informing customers that the area is residential and to respect local residents by leaving the area quietly and efficiently
- 6.8 Where appropriate, customers will be directed to nearby transport links and requested to leave quietly.

Transport

- 6.9 Customers arrive and depart by various modes of transport, including by foot and private car.
- 6.10 When arriving by private car and if required, customers and drivers are reminded not to leave engines running unnecessarily, to keep conversation to a minimum and avoid slamming car doors.

6.11 The Premises are serviced by various public transport links, as set out below. All staff are familiar with the transport links so they can advise customers when required.

Tube

6.12 The following tube stations are located within easy walking distance of the Premises, with a late night 24 hour tube service, in normal times, available on a Friday and Saturday on the Night Tube lines:

- Liverpool Street (Central, Hammersmith & City, Circle and Metropolitan Lines)
- Old Street (Northern Line)
- Moorgate (Northern, Hammersmith & City, Circle & Metropolitan Lines)

6.13 Where necessary customers are given directions to the relevant station and reminded to reach the station as quietly and as quickly as possible when they leave.

Trains

- Shoreditch High Street – 2 minutes walk – London Overground
- Liverpool Street – 6 minutes walk – London Overground, Mainline Rail, The Elizabeth Line
- Old Street – 8 minutes walk – Mainline Rail
- Moorgate – 12 minutes walk – Mainline Rail, The Elizabeth Line

Buses

6.14 The Premises is well serviced by public buses. TFL bus services go to a variety of destinations throughout London from nearby bus stops.

Taxi

6.15 Black cabs are available right through the day and night in the area or can be called by staff on any app based service.

6.16 If there are no available black cabs, customers can wait inside the Premises until a cab becomes available.

Private Car Service

6.17 The Premises can recommend a private car booking service. In the event a customer wants to book a car home, the customer can, if appropriate, wait inside the Premises until their car has arrived to ensure a quick and quiet exit.

7 Deliveries, Collections & Servicing

- 7.1 Deliveries and collections will be arranged carefully with an intention to be sympathetic to the local amenity. Wherever possible, multiple deliveries and/or collections are combined to seek to avoid high numbers of vehicles servicing the Premises. Late night and early morning delivery and collection times are avoided wherever possible, to avoid disturbing local residents.
- 7.2 Servicing vehicles will be encouraged to load and unload goods quietly and quickly so as to ensure vehicle waiting time is limited. Drivers will be advised to turn engines off when delivering to reduce noise and pollution.
- 7.3 The following conditions are proposed:
- 7.3.1 *Waste collections shall be restricted to 23:00 and 08:00*
 - 7.3.2 *No refuse and/or bottles are to be placed in external receptacles or in areas outside the premises between 23:00 and 08:00.*
 - 7.3.3 *The Licensee shall ensure that all relevant staff are fully trained and made aware of the legal requirement of businesses to comply with their responsibility as regards the disposal of waste produced from the business premises. The procedure for handling and preparing for disposal of the waste shall be in writing and displayed in a prominent place where it can be referred to at all times by staff.*
 - 7.3.4 *The Licensee shall ensure that any contract for general and recyclable waste disposal shall be appropriate in size to the amount of waste produced by the business. The Licensee shall maintain an adequate supply of waste receptacles provided by his registered waste carrier (refuse sacks or commercial waste bins) in order to ensure all refuse emanating from the business is always presented for collection by his waste carrier and shall not use any plain black or unidentifiable refuse sacks or any other unidentifiable or unmarked waste receptacles.*
 - 7.3.5 *The Licensee's premises are situated in an area within which refuse may only be left on the public highway at certain times (time bands). If the Licensee's waste carrier cannot or does not comply by collecting the refuse within an hour after the close of any time band imposed by the waste authority, the Licensee must remove the refuse from the public highway and/or keep it within the premises until such time as his/her waste carrier arrives to collect the refuse.*
 - 7.3.6 *The Licensee shall instruct members of staff to make regular checks of the area immediately outside the premises and remove any litter, bottles and glasses emanating from the premises. A final check should be made at close of business.*

7.3.7 *The Licensee shall provide a safe receptacle for cigarette ends to be placed outside for the use of customers, such receptacles being carefully placed so as not to cause an obstruction or trip.*

8 Closing Procedure

- 8.1 Management controls will be implemented to ensure that the closing procedure has no adverse impact on local residents. The procedure promotes a quick and quiet closure of the Premises.
- 8.2 Management controls include:
 - 8.2.1 Ensuring all customers will be off the premises by the authorised closing times. There are no exceptions to this rule whatsoever.
 - 8.2.2 A prompt clean and clear up of the Premises as soon as possible after closure.
 - 8.2.3 Employees must leave the Premises quickly and quietly, at all times following the Dispersal Policy set out above.
 - 8.2.4 Employees are not permitted to loiter outside the Premises after closing.
 - 8.2.5 The pavement and external area will be swept and cleaned every day.