

THE **N18**
DRUMSHEDS

VENUE OPERATIONS PL.1N V1.1

The Drumsheds
Orbital Business Park
Argon Road
London
N18 3BW

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Appendix A - Site Plan

Appendix B - Security Operating Plan

Appendix C - Security Deployment & Dot Plan (7,000 cap live shows)

Appendix D - Security Deployment & Dot Plan (7,000 cap club shows)

Appendix E - Security Deployment & Dot Plan (9,999 cap club shows)

Appendix F - Traffic and Transport Management Plan (9,999 cap w/ 23:00 finish)

Appendix G - Traffic and Transport Management Plan (9,999 cap w/ 04:00 finish)

Appendix H - Traffic and Transport Management Plan (7,000 cap w/ 23:00 finish)

Appendix I - Noise Management Plan

Appendix J - Fire Risk Assessment

1. INTRODUCTION

1.1. Document Scope

This Venue Operations Plan is the definitive statement by The Drumsheds management on how it operates the venue. It is comprehensive and covers every aspect of managing the venue; listing the key physical components and parameters within which the venue can operate, along with critical processes and procedures needed to maintain a safe, secure and welcoming environment for guests, clients and staff.

1.2. The Drumsheds Venue Overview

The site comprises of 4 adjoining warehouse buildings, formerly in storage and distribution use, and a 10-acre patch of land to the south, most recently used for concrete crushing and soil screening operations. The outdoor space has been recently capped to prevent the spread of contaminants found in the ground. There is a recessed floodplain in the North-East corner.

The unique site is set to embrace a new lease of life as ground-breaking, multi-purpose event space; offering a diverse range of public and private activities.

1.3. Site Overview

The venue comprises of 4 large warehouse spaces and an adjoining field.

Space	Dimensions	Area
Unit 4 (bar, medics, VIP)	18.6m x 97.5m	1,813 sqm
Unit 5 (stage 1)	24m x 108m	2,592 sqm
Unit 6 (bar, toilet access)	18.5m x 79m	1,416 sqm
Unit 9 (stage 2, bar)	18m x 55m	990 sqm

Please refer to the Site Plan for more detail, Appendix A.

1.4. Roles and Responsibilities

ROLE	ORGANISATION	NAME	RESPONSIBILITIES
CEO	Vibration Group	Simon Tracey	Planning Permission Applicant, overall strategic responsibility for operation of venue.
DPS	Vibration Group	Simeon Aldred	Designated DPS for site and Licence Premises holder.
Head of Operations	Broadwick Venues	Sam Spencer	Responsible for ensuring that venue operational and structural elements are implemented with regard to the requirements of the premises licence and general public safety.

Head of Venues	Broadwick Venues	Matthew Johnston	Responsible for ensuring that venue structural elements are implemented with regard to the requirements of the corporate and live music team.
Head of Security	Showsec	Paul Legge	Responsible for security protocols across the site.
Event Safety Advisor	Gallowglass H&S	Mick	The Event Safety Advisor will provide assistance as pre-event and on-site liaison with contractors, self-employed people and the health and safety enforcement authority, checking of safety method statements and risk assessments, checking of appropriate certificates in respect of installations, electrical supplies, preparation and monitoring compliance of site safety rules.
Acoustic Consultants	Three Spires	Chris Hurst	Responsible for producing the venue Noise Management Plan, monitoring on- and off-site levels, and advising on any actions required to ensure licence compliance.
Traffic Management Consultant	Car Park At	Ben Jones	Responsible for producing the venue Traffic and Transport Management Plan, providing and coordinating related personnel and infrastructure.

2. PLANNING AND LICENSING

2.1. Premises License

The Drumsheds is applying for a premises licence to cover the following licensable activities:

- Plays - Indoors and Outdoors
- Films - Indoors and Outdoors
- Indoor Sporting Event
- Live Music - Indoors and Outdoors
- Recorded Music - Indoors and Outdoors
- Performance of Dance - Indoors and Outdoors
- Entertainment Similar to live/recorded music - Indoors and Outdoors

Late Night Refreshment - Indoors and outdoors
Sale by retail of alcohol to be consumed on premises

2.2. Planning Permission

The Drumsheds is applying for change of use planning permission to include a number of conditions under which the premises will operate.

3. VENUE POLICIES

3.1. Site Induction

All suppliers and staff that come on to site must be inducted by the venue manager, or the hirer using the The Drumsheds Site Induction. This is to include (but not be limited to) fire and emergency evacuation procedures and muster points, building facilities, welfare, designated smoking areas, safe working rules (PPE), first aid provision and roles and responsibilities of key team members.

All those inducted must sign to acknowledge this either on a log sheet issued by the venue manager or the hirers sign-in system. Records of this are to be held and referenced in the case of an incident or emergency.

3.2. Load In/Out

All of the warehouses are accessible to vehicles via roller shutter, meaning loading can take place inside the venue. There is also sufficient space to the north and south of the warehouses to allow for safe loading from the exterior to most locations, as shown on the Site Plan (Appendix A).

3.3. PPE

The Drumsheds request that all suppliers/clients working on site during a build or de-rig period wear 3-point PPE whilst working within the venue. This should include the following:

- High visibility vests/jackets
- Steel toe-capped footwear
- Hard hats (for those working in an area where work at height is taking place)

3.1. Lost and Found Property

Lost and Found Property will be managed at the Box Office. This will be communicated to customers through signposting, the website and venue staff. All items that are handed in will be recorded onto a database and staff will try to repatriate lost items during the event.

All persons collecting property will be required to give reasonable proof of ownership, to provide contact information and proof of identification where appropriate. This information will be recorded on the database.

Forms will be provided to record people's enquiries for instances where their property has not yet been handed in. These forms will later be used to repatriate lost items where possible.

3.2. Smoking

Smoking is only permitted in designated areas on site, and never within the warehouses. No Smoking signs will be provided to indicate where such restrictions are in place.

3.3. PRS

The venue holds a PRS licence and are required to submit details of any music that will be played at the venue, and will be charged in accordance to standard PRS rates.

3.1. Accessibility

The Venue Management Team is committed to ensuring all attendees with any type of access requirements whether it is physical or not (visual/hearing/illness etc.), are able to attend and enjoy events at The Drumsheds. In order to achieve this, wheelchair-accessible toilets will be available in relevant areas, lowered bar counters will be installed, and venue staff will be trained in how to work with attendees with access requirements in the event of a site evacuation. Should there be any other specific requests by attendees with access requirements, the Venue Management Team will do their utmost to cater for their needs.

3.1. Readmission

The Drumsheds re-admission policy will be established on an event-by-event basis depending upon the risk assessment.

3.2. Prohibited Items

Prohibited items include, but are not limited to:

Glass, tools, fireworks, darts, scissors, blades, knives, air horns, alcohol, flag poles, banners, radios, bottles, cans, flares, fire arms, narcotics and any other items that the Venue Management deem unsafe and a danger to other patrons.

3.3. Glass Bottles

The venue operates a no glass policy. Glass receptacles are permitted for private receptions and dinners, filming, corporate activations and similar, but for all public events and parties glass receptacles cannot be brought onto site by attendees or used to serve drinks in.

3.4. Knives and Sharps Confiscation

It is an offence for a person to knowingly carry knives and/or sharps within the venue. It is also not acceptable to ignore such occurrences. The possession of knives and/or sharp objects within The Drumsheds by guests, staff or promoters/clients is strictly forbidden and items will be confiscated.

3.5. Drugs

It is an offence for a person to knowingly allow controlled drugs to be used, kept or supplied within the venue (the use and possession of controlled drugs is lawful under certain specified circumstances, for example when prescribed by a doctor). It is also not acceptable to ignore such occurrences. The

possession, use, or supply of illegal drugs within the venue by guests, staff or promoters/clients is strictly forbidden.

The detection of drugs will result in confiscation and potential arrest by the Police dependent upon the amount of the substance found. For amounts deemed beyond personal use, the venue security and management team will contact the Police.

4. VENUE INFRASTRUCTURE

4.1. Water

There are a number of water points and stand pipes available around the venue, all of which are tested and certified as potable water sources. Disposal of any grey water must be agreed by the Venue Manager, and always via the waste tanks and IBCs provided.

4.2. Toilets

The venue will have two public-facing toilet blocks and a luxury toilet trailer in the VIP courtyard.

The northern toilet block at the north end of Unit 6 is comprised of 40 plastic toilet cubicles and 8 x 4-way urinals. The southern toilet block south of Unit 5 is comprised of 20 plastic toilet cubicles and 6 x 4-way urinals. This offers a total of 60 toilets and 56 urinals across both toilet blocks (as per the Site Plan, Appendix A).

All toilet units will have hand-washing facilities or hand sanitiser and the cleaning of the facilities will be carried out on a regular basis. Additional washing facilities will be provided by all concessions serving food and drink. The Venue Manager will be responsible for ensuring these facilities are in place and maintained throughout each event.

4.3. CCTV

There is digital CCTV throughout the venue and across the site, which is monitored by security and can be made available to the police or local authorities should an incident take place. The footage is retained for review for 30 days.

4.1. Power

The power will be a combination of temporary and house power.

Significant technical production equipment will be powered by temporary generators. All generators are to be supplied, installed and signed off by a qualified electrical contractor. They will all be super silenced diesel generators. The installing electrician will ensure all equipment conforms to legal requirements including BS7909:1998 Code of Practice for AC electrical supplies for entertainment lighting, technical services and related purposes. All generators will be segregated from public areas using heras fencing or hoarding.

Fuel will be stored in 1000L bowsers and separated from the general public using heras fencing or hoarding. They will also be fitted with anti-tamper locks where necessary.

House power is used for the house lights, shutter doors, charging of the fire alarm and emergency lighting, and for a number of 32A sockets throughout the warehouses.

5. VENUE SERVICES

5.1. Medical Provision

A First Aid room is located in Unit 4, as shown on the Site Plan (Appendix A).

A number of The Drumsheds Management, security and crew team are basic first aid trained and will be able to assist internally, with First Aid kits stored in the Box Office and Event Management Office. Hirers are responsible to ensure that adequate cover is in place for their events via an external medical support provider.

The Drumsheds preferred supplier is Quad Medical, who during periods of regular programming have supplies and furniture on site.

The nearest hospital to the venue with a 24hr A&E is:

North Middlesex University Hospital
Sterling Way
N18 1QX

The second nearest hospital to the venue with a 24hr A&E is:

Whipps Cross University Hospital
Leytonstone
E11 1NR

5.2. Event and Post Event Cleaning

The cleansing team shift pattern will depend on the capacity and format of each event. Staffing levels required before, during and post event will be reviewed prior to the event by the Venue Manager.

During the event, the cleaners will ensure that all areas of the venue are kept clean, replenish any cleaning products such as paper towels or hand soap as needed, regularly clear bins and remove litter. Cleaners are on stand-by to respond to any ad hoc requirements.

Post event cleaning will commence after the event has finished. Main duties will include cleaning all floor surfaces, removing litter, cleaning of toilets and restocking all areas. The venue is to be in a fully clean state in preparation for the next event. Numbers of post event cleaners is dependent upon the nature of the event.

5.3. Waste and Recycling

Bins are to be placed around site near to bars for glass collection, entrance for security searching, food units for collection of food waste and at other points as directed for collection of general and recyclable waste.

During the event the bins are rotated with empty bins from the operational areas to a back of house area using dedicated staff to ensure that the waste is kept away from the public and that the emptying / recycling process begins immediately. There is a strong appetite from the Venue Management Team to achieve zero waste to landfill.

5.4. Building Services

The maintenance of the venue is managed on a day to day basis by the Venue Management Team. As and when required, specialized suppliers are used for general maintenance and upkeep of the building. It is a requirement that all hirers/promoters book building cover when they are operating within the venue.

6. FOOD AND DRINK

6.1. Provision and Sale of Alcohol

There will be a number of mandatory conditions surrounding the sale of alcohol detailed in the premises licence. Anyone supplying and/or selling alcohol on the premises must be briefed on, and adhere to these terms.

6.2. Challenge 25 Policy

The Drumsheds will implement the challenge 25 policy at all bars, meaning that anyone appearing to be under the age of 25 must provide a valid form of ID proving they are over 18 (passport, driving licence or a card bearing the PASS hologram). Challenge 25 posters are to be displayed at the bars and around the venue when alcohol is being served on site.

6.3. Personal License Holders

Details for the venue's Designated Premises Supervisor will be provided on the Premises Licence.

The DPS will not be present at all events, so the responsible personal licence holder from either the bar supplier or caterer must submit a copy of their personal licence to the venue manager and sign in at the gate on arrival to acknowledge responsibility of the terms of the premises licence.

6.4. Food Traders

The Venue Management Team work with a number of preferred caterers to supply their events. All of these caterers will submit Risk Assessments and Method Statements, Public Liability Insurance (minimum £10m) and any other relevant documentation depending on what they are supplying (PAT and Gas Safe testing etc). Hirers/promoters are able to bring in their own caterers or food traders on request, but approval will be subject to them submitting all of the valid documents required. There are no permanent food and beverage suppliers on site.

7. HEALTH AND SAFETY

7.1. Venue Health & Safety Documents

All health and safety documents are stored on the shared server, which is accessible to staff online. All operational documents are subject to an annual review, conducted by the Health & Safety Advisor and agreed by the Venue Manager.

These documents include:

- Venue H&S Policy
- Emergency Evacuation Plan
- Fire Risk Assessment
- Capacity Review

7.2. Insurance

The Drumsheds will carry Public Liability Insurance for £10 million, as well as Employers Liability for £10 million.

7.3. Hirer Insurance

All hirers/promoters and suppliers must also have a minimum of £10 million PLI.

7.4. Fire Risk Assessment / Fire Evacuation Plan

The Drumsheds will have a dynamic Fire Risk Assessment (Appendix J) and Fire Evacuation Plan for the site. If there are any changes due to varying activity, an event-specific Fire Risk Assessment and Fire Evacuation Plan must be submitted.

7.5. Reporting Accidents / Near misses

All incidents and near misses must be reported under RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. The Venue Manager must be contacted in the first instance (after first aid if an injury has occurred) and will attend. They will take full details and produce an incident report which can be shared with relevant parties and submitted via the HSE website.

The venue will also have an incident reporting system on a live document, which is accessible to all of The Venue Management Team.

7.1. Special Effects, Fireworks, Pyrotechnics

Pyrotechnics and special effects are permitted to be used within the venue only when the Venue Manager has been made aware in such a timeframe to allow RAMS to be properly reviewed and approved prior to the event.

Should this be the case, this must be considered in event-specific Fire Risk Assessments, with additional fire marshals and fire-fighting equipment added when necessary to monitor and manage the area. All pyrotechnics must be supplied and operated by a qualified professional.

8. SECURITY

8.1. Site Security

Due to the sensitive nature and industrial setting of the site, The Drumsheds has 24-hour site security throughout the year.

8.2. Event Security

Additional security is required for each event that takes place in the venue. The security contractor will be contracted to provide an effective and safe crowd management solution. The key responsibilities of the security contractor are:

- To maintain a safe and secure environment for the attendees.
- Implement the access systems (control points at the relevant entrances).
- Refuse entry to the public who show signs of threatening behaviour.
- Carry out the crowd management procedures as instructed by supervisors.
- Monitor crowd behaviour.
- Eject or warn attendees who break venue rules.
- Respond to incidents.
- Implement the Emergency Evacuation Plan (if required).

For detail on the methodology and procedures, refer to the Security Operating Plan (Appendix B).

Indicative security deployment schedules and accompanying dot plans are also available in three show formats:

- 7,000 capacity live shows - Appendix C
- 7,000 capacity club shows - Appendix D
- 9,999 capacity club shows - Appendix E

8.3. External Security Providers

On occasion, a hirer/promotor may use an alternative security supplier, subject to Venue Manager approval.

9. TRAFFIC MANAGEMENT

9.1. Traffic and Transport Management Plans

There are 3 Traffic and Transport Management Plans detailing the methods by which event attendees will travel to and from the venue, which vary depending on the capacity and operating times of the show:

- 9,999 capacity, running until 23:00 - Appendix F
- 9,999 capacity, running until 04:00 - Appendix G
- 7,000 capacity, running until 23:00 - Appendix H

This is a dynamic document that will be developed and amended as modal share data from future events is collated and analysed.

9.2. Meridian Water Station

The closest transport hub to the venue is the newly opened Meridian Water Station. The station is 0.4 miles from the venue, taking around 8 mins on foot at a leisurely pace. The station lies on the rail lines from Stratford and Liverpool Street to Stansted/Cambridge. It will also be serviced by the new Star-Line to Stratford which is due to commence in September 2019.

9.1. Tottenham Hale Station

Tottenham Hale station is 1.5 miles from the event site, taking around 25 mins on foot at a leisurely pace. The Victoria Line provides underground access to central London, with a 24-hour service available on both Friday and Saturday. The entrance to the underground platforms is currently restricted due to ongoing construction works, and therefore limits the capacity more than the frequency of trains through the station (until midnight, when the reduced night-service becomes the limiting factor). In addition, Tottenham Hale provides rail access to Liverpool Street and Stratford.

9.1. Shuttle Buses

A shuttle bus service will be used to transport people from the venue's pick-up/drop-off area (in Ikea's staff car park) to Tottenham Hale when Meridian Water Station is not usable, which could be due to a late show curfew, or planned engineering works affecting the scheduled service.

9.2. Taxis

Private Hire and Hackney Carriage vehicles will be in service from the venue's dedicated pick-up/drop-off area which will be located in Ikea's staff car park (south of the retail warehouse). Access for attendees is off Leaside Road, with a separate vehicle access via Glover Drive.

9.3. Parking

There is no public-facing parking available at the venue, which is reflected in pre- event communications with ticketholders. There is, however, an area for staff parking in the north-west corner of the outdoor space, accessed via Orbital Business Park.

9.4. Accessibility Parking

A number of parking spaces for accessibility attendees will be available in the Staff Car Park for direct venue access.

9.1. Transport Information

Transport information is available on The Drumshed's website (<https://thedrumshedslondon.co.uk>) for guests and attendees.

9.1. Entry

The Drumsheds has one main entrance/exit accessed via a bridge off Leaside Road. Attendees for ticketed events are then processed through search lanes under a tent before walking across the outdoor space to the warehouses, as shown on the Site Plan (Appendix A). The location of the guest entrance varies depending on specific event plans.

10. NOISE MANAGEMENT

10.1. Noise Management Plan

A Noise Management Plan has been prepared by acoustic consultants Three Spires, which details how the risk of noise pollution is mitigated (see Appendix I).

The main purpose of this document is to describe the mechanisms implemented to protect local residents and businesses from unacceptable levels of nuisance, and it is crucial that the plan is adhered to at all times.

10.1. Hearing Protection

Ear protection will be available to all staff. Such protection will be mandatory for anyone working in the front of stage pits. Trained sound engineers will ensure noise levels are kept within safe limits.

10.2. Community Liaison

The Drumsheds will have a designated telephone number and email address for any noise complaints.

The Venue Manager will monitor any complaints or concerns which may be raised by local residents, businesses, or other interested parties in real time, and act as a point of contact. Should any noise complaints be received, the venue are responsible for corroborating the claim, and if necessary - taking action to reduce the levels at source.

All noise complaints are logged and investigated, with details available to view by the Local Authority on request.

11. COMMUNICATION

11.1. On-site Communications

Two-way radios will be used for on-site communications, both internally and for key contractors. An Event Control Log will be in effect for public-facing events, logging all incidents and resultant decisions and actions with a timestamp.

11.2. Crisis Communication Plan

The Drumsheds will have a dedicated Crisis Communication Plan. The plan will outline processes used to respond to a critical situation, with relevant call trees and key stakeholder contacts.