

NEW CENTURY

OPERATIONAL MANAGEMENT PLAN

v3 - amended SEPT 2026

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INTRODUCTION

This Operational Management Plan relates to New Century, 34 Hanover St, M4 4AH, supporting a wider planning application.

We propose to alter the use of the ground floor, retaining the existing food and drink offer (New Century Kitchen), but also expanding on the entertainment and live events we are renowned for by opening a mid-sized venue alongside the restaurant space.

The new venue, Locker, will be managed and run by the team behind New Century Hall and New Century Kitchen (hereafter referred to as 'New Century').

DOCUMENT SCOPE

This document has been created in preparation for the reconfiguration of the ground floor of New Century in the summer of 2026.

This strategy comprehensively covers every aspect of managing events held at New Century, listing the key physical components and parameters within which New Century can safely operate, along with the critical processes and procedures required to maintain a safe, secure and welcoming environment for guests, customers and staff.

VENUE OVERVIEW

Manchester's iconic New Century Hall underwent a £10m transformation in 2022. New Century is now home to a live music, performance and events space, a large restaurant space and a creative college.

The remarkable Grade II listed building has been reimagined as a new social destination spread across three floors, focused on nurturing talent, developing skills and creating new opportunities. Each aspect of the New Century ecosystem complements one another with talent, education, live events, and hospitality industries coming together to create an exciting community for Manchester.

Once home to a legendary dance hall, the building played a key part in Manchester's rich pop culture heritage, hosting acts including: Jimi Hendrix, The Rolling Stones, The Bee Gees and Tina Turner. New Century has built on that legacy as stunning features have been restored to create an extraordinary new live music and events hall for Manchester. The venue's original sprung dance floor, incredible 60s "disco ceiling" and vintage wood panelled walls create a memorable, intimate venue like no other in the city - a place that embodies Manchester's independent spirit and musical heritage. With a flexible layout and capacity of 1300, the Hall is a unique multipurpose event space for emerging talent and global touring artists alike, as well as a venue for comedy, performance, conferences and community events.

On the ground floor, the beating social heart of New Century will continue to be its Kitchen. New Century Kitchen will host its own in-house food concept. A central bar and stage will create a constantly evolving social hub that's full of energy from morning through to night. A vibrant menu of food sits alongside local beers, wines, a creative cocktail menu and artisan coffees. The space is designed to inspire creativity and collaboration - a meeting place where the best food, drink and ideas flow. New Century Kitchen will spill outside onto its terrace for al fresco dining, drinking and regular events.

The basement at New Century is home to one of the UK's most exciting education providers, dBs Institute. An established institution, dBs specialise in kick- starting careers in the creative industry. Part of the Access Creative College family, with a successful music, games and media college already in Manchester on Oxford Road, New Century is home to the college's third site in the city with degree-level courses in music, games and computing. The state of the art creative campus hosts a media centre, production pods and the unique opportunity to experience work in a live venue within the same building. The college will provide a platform for creative experience like no other. At full capacity the college can intake around 400 students. The New Century management team liaises with the management team at dBs to ensure the space is safe, secure and all in-house operational procedures are in place. The college is responsible for all of their own visitors, events and general management of the basement.

New Century enlists a full in-house operational team dedicated to the safe and efficient operation of our venue. The Operations Manager is responsible for all health & safety requirements, working closely with our security and medical teams to provide a safe environment for all of our events. Our food operation is managed by the New Century Food and Beverage Manager, alongside the Head Chef, and is registered as a food business operator with Manchester City Council. We also employ a large management team covering event management, programming, production, private hire, marketing and bars. All of these managers are involved with the businesses operations, on a day to day basis, and all play a crucial role in the venue's continued success.

New Century holds public liability insurance, a strident health & safety policy, and all management systems which include processes and procedures to ensure all health & safety requirements are kept to the highest of standards. Bar staff, chefs, food runners and event staff are all employed and trained by New Century, in-house. This ensures the principles of service, as well as strict procedures and standards, are managed and maintained at all times.

The venue has an excellent track record of forward thinking, diverse programming and elite food and drink offerings, delivered by a dedicated and passionate team. Changing the use of the ground floor will not affect these exacting standards, and we will continue to work under the existing parameters we have successfully adhered to in the four years since opening.

PROPOSED USE

It is with the above operations in mind that we intend to complete New Century's ecosystem, by adding a third space - a stepping stone between the Hall and dBs, and a perfect companion to its neighbouring Kitchen. A space which will embrace up and coming talent and provide a bridge between the smaller stage in our Kitchen and the huge room upstairs in

the Hall. LOCKER is that space. A mid-sized room, with the flexibility and accessibility we can't provide in the Hall, combined with the first class technical and event operations we are renowned for across the city. This can be a band's first 'proper' gig, a place for the dBs students to hone their talents, a private party's new home, and a new community hub for the area, all without compromise.

The room will build on the Kitchen that came before it. Taking up the 'East' half of the ground floor, the stage will be built out from the Kitchen's existing stage area, facing a new partition wall which will divide the floor in two. The spaces will be connected by internal doors, allowing seamless integration, but also able to be completely independent and self-sufficient, using their own entrances and hosting their own varied entertainment and events. A new sound system and lighting package will be installed, as well as a new bar, but the rest of the room will remain relatively untouched - retaining the legacy of our iconic Grade II listed building as it enters a new era.

Although there will be a focus on live music, we want the venue to host a diverse and eclectic programme of internally and externally promoted gigs and private hires. All such events will be thoroughly risk assessed on a case-by-case basis, and will follow the same rigorous standards we follow in our Hall, while offering a more accessible entry point for young promoters or smaller businesses to hire the space.

We are aiming to open the venue in October, with building work commencing over the summer. We intend to hit the ground running with our events calendar, by opening across most evenings every week and into the later night at the weekends.

PREMISES OPERATIONS

PREMISES LICENCES

New Century runs across three separate premises licences granted by Manchester City Council under the guidance of licensing specialists Kuits.

The premises licences for the first floor (Hall - 245912), ground floor (Kitchen - LC202405-478993) and neighbouring Sadler's Yard (Yard - LC202407-529637) all cover the sale by retail of alcohol, as well as the provision of regulated entertainment (live music and recorded music), and the provision of late-night refreshment.

The Hall and Kitchen licences cover 0800-0400 and the Yard licence covers 0800-0000 daily.

CCTV

CCTV is in operation both internally and externally. This covers the internal trading areas, the terrace and back of house corridors. The Designated Premises Supervisor (DPS), external security contractors and wider management team have all been trained on the correct use of the CCTV system and will provide images to the police or licensing authority upon request.

CCTV images will be stored on a hard drive for a minimum of 28 days and a plan of the

position of the cameras was submitted to Greater Manchester Police prior to opening to the public.

ACCESS

New Century is well serviced with extensive transport links. Shudehill metrolink and bus station are a stone's throw away and Victoria station is a short walk, allowing guests to travel to the site quickly and easily both from the Greater Manchester area and further afield. All walking routes to the aforementioned stations are well lit and safe for customers on egress from the venue. We also send out emails to ticket holders which show the exact location of the site, as well as recommending using public transport. New Century does not offer private parking, so it is a key point for us to encourage the use of public transport wherever possible, in keeping with our sustainability ethos.

FOOD

All food offerings for attendees will typically be provided and consumed within New Century Kitchen. Food will be prepared in the existing kitchen facilities and served directly by trained staff. Hall and Locker may offer some seated dining but all kitchen operations would generally be run from the existing New Century Kitchen operation, including the prep kitchen in the building's basement.

The food offering will also be available for takeaway, and depending on the event and circumstance may be available for purchase and consumption anywhere across the estate.

TOILETS

Toilets are available to customers in all three areas of the building: Hall, Kitchen and Locker. There are also staff and artist toilets and showers available in the basement level and second floor lounges respectively. By having three public-facing toilet areas, we have an option to run each space self sufficiently but in peak times all guests will have access to all toilets in the building.

ACCESSIBILITY

The venue will meet accessibility standards to ensure that people of all abilities can view and enjoy the space safely. Routes to and around the venue will remain fully accessible. Each floor is serviced by a DDA compliant lift and the building has refuge points available within each emergency escape route. All floors have access to DDA compliant WC's.

Whenever the building is open, there are personnel available to assist any visitors with access needs, as well as delineated viewing areas with good views of the stage and performance areas.

We pride ourselves on being an inclusive, accessible space, across all areas of the business. Our advancing with guests with accessibility needs is frequently praised both privately and publicly, and guest experience while on site is something we take great pride in. By providing a nominated person at all shows and events, and constantly re-evaluating and improving our offering, we believe New Century to be a 'best-in-class' venue in this regard, and are excited to expand this standard of care into our new Locker space.

TRANSPORT

Customers will be encouraged to use public transport, bicycle, or walk to the site under our sustainability policy. The lay-by to the rear of the property, on Miller Street will continue to be enforced for vehicles which are actively working on site, i.e. tour buses, lorries with equipment, etc, and not used for the likes of staff or customer parking, or taxi pick ups. This will be managed by the New Century management team, with the use of weighted barriers, to ensure correct usage. Accessibility customers will be advised of the Euro Car Parks across the road from the site on Miller Street, for ease of use and access to site. Miller Street will be actively discouraged as a means of pick up or drop off point. Customers will be encouraged to head towards the nearby Printworks or Victoria Station to arrange taxi pick ups.

VENUE SECURITY

The building will be fully secured every evening once closure has taken place. The building will be locked down as a matter of course after the last customer has exited, and again as staff leave. The New Century management team will be the last people on site, and these nominated keyholders will carry out locking up checks before leaving the locale, including checking toilets, a full building walkaround, checking all external doors and finally setting the alarm as they leave.

New Century also employs a Keyholder contract with Bidvest Noonan, who attend site in the event of any overnight alarm activations. This ensures a faster response and reduces any public nuisance as a result of a false alarm. The wider estate is also monitored by another Bidvest Noonan supplied site security, so the venue is well guarded around the clock.

NOISE CONTROL

New Century will operate recorded and live music across the three spaces, and will implement a comprehensive range of measures to ensure that noise is appropriately managed and that the agreed noise limits are consistently adhered to.

Noise impact surveys have been commissioned from local acoustic specialists, Hann Tucker, to assess the site and provide recommendations regarding the management and control of noise. The recommendations arising from these assessments will be incorporated into the venue's operational procedures.

Management of Doors, Entrances and Egress

SIA-registered security staff will manage the opening and closing of venue doors to minimise the unnecessary escape of noise from the building. Speakers will be positioned away from doors and oriented so that sound is projected into the venue, minimising noise leakage through points of ingress and egress.

Security staff will also maintain a presence around the venue's entrances and exits to monitor queues and smoking areas and ensure that customers behave appropriately and do not create undue noise outside the venue.

At the end of events, 'Please Leave Quietly' signage will be displayed and security staff will actively remind customers to be considerate of local residents and neighbours when leaving the venue.

Sound Engineer and Audio Management

Whenever live music is being performed, a trained sound engineer will be present and responsible for managing the audio system. A full soundcheck will be undertaken before doors open to ensure that the audio is operating as planned and that there are no unexpected spikes in volume or levels exceeding the agreed limits.

Before doors open for any ticketed event, venue managers undertake a robust and thorough event checklist. This includes, but is not limited to, health and safety checks, fire doors and exits, toilets, ticket scanners, lighting and audio systems.

As part of this checklist, the Venue Manager/Duty Manager will liaise directly with the Production Manager and Sound Technician on shift to confirm that the audio system has been set to the agreed level and is operating as planned.

Noise Limiters

Noise limiters, provided by CSG Acoustics, will be installed on the main PA systems in Hall and Locker. These provide an additional safeguard by preventing the agreed maximum noise levels from being exceeded.

The limiters will be made tamperproof through restricted physical access. The limiter equipment will be located within the dedicated control room, which will remain secured by keypad access and will only be accessible to authorised New Century managers and trained technicians.

Access to the limiter and master volume controls will therefore be restricted to authorised personnel. The commissioned settings will be established and maintained as part of the venue's sound system commissioning process, with the Production Manager and trained

sound technicians responsible for ensuring that the system continues to operate within the agreed parameters.

Daytime, Evening and Night-Time Settings

Three operational noise levels will be established for the daytime, evening and night-time periods.

These levels will be tested during the initial commissioning of the sound system using a calibrated sound level meter and in accordance with the agreed noise limits identified within the Hann Tucker Noise Impact Assessment.

A specific maximum mixer/fader position will be established for each operating period and clearly defined as part of the commissioning process. The electronic noise limiter will then be configured to ensure that the system cannot exceed the agreed maximum noise level.

The three operational settings will be clearly identified and understood by the relevant venue, production and sound personnel. The appropriate setting will be selected according to the operating period, with the trained Sound Technician and Production Manager responsible for the technical operation of the audio system and the Duty Manager retaining overall operational responsibility.

Procedure for Changing Settings

The installed audio and noise-limiting equipment cannot be configured to automatically change between the daytime, evening and night-time levels. The system does not support automatic time-based switching between separate limiter profiles.

To prevent operator error, a formal procedure will therefore be followed:

1. Pre-event confirmation – Prior to doors opening, the Venue Manager/Duty Manager will confirm the event timings and any changes to the applicable noise level with the Production Manager and Sound Technician.
2. Initial setting – The noise limiter will be checked and set to the appropriate level before the event commences. The Venue Manager/Duty Manager will confirm with the Sound Technician that the audio system is operating correctly at the agreed setting.
3. Timed reminder – Where a change to the permitted noise level is required later in the event, a reminder will be scheduled within the venue's operational calendar/management system 15 minutes before the required change. This reminder will be assigned to the Duty Manager responsible for the event.
4. Adjustment – On receipt of the reminder, the Duty Manager will liaise with the Production Manager/Sound Technician and ensure that the limiter is adjusted to the correct setting before the relevant time restriction comes into effect.

5. Verification – The Duty Manager will confirm that the correct setting has been applied and will remain responsible for ensuring that the agreed setting is maintained for the applicable time period.
6. Management handover – Where there is a change of Duty Manager during an event, responsibility for the noise limiter will form part of the formal shift handover. The incoming manager will be advised of the current setting and any forthcoming scheduled changes.
7. Training and responsibility – All Venue Managers, Duty Managers and relevant Production/Sound personnel will be made aware of the required noise settings and the procedure for managing them. Responsibility for ensuring compliance will remain with the Duty Manager, with the Production Manager and Sound Technician supporting the technical operation and confirmation of the audio level.

This approach provides multiple layers of control: the physical restriction of access to the limiter, pre-event sound checks, defined operational settings, trained personnel, timed management reminders, direct communication between venue and production teams, and the electronic limiter itself acting as a safeguard against excessive noise levels.

Together, these measures are designed to ensure that noise is actively and consistently managed throughout the operation of the venue and that the agreed noise limits are maintained across all operating periods.

PUBLIC NUISANCE

We will comply with any conditions included in our premises licence, but will also adhere to an agreed dispersal policy to minimise any undue nuisance to local businesses or residents. While we don't anticipate complaints, we direct any queries or issues to our 'hello@newcenturymcr.com' email address which is manned during normal office hours. Any such complaints will be escalated directly to senior management to ensure they are dealt with swiftly and appropriately.

We proactively engage with local law enforcement, neighbouring businesses and licensing officials to ensure our impact on the wider estate is positive, safe and welcoming at all times. We have built close relationships with the above and are proud of our track record in delivering large scale events with no negative impact on our neighbours.

SMOKING POLICY

Smoking and vaping is only ever permitted in designated areas outside of the building. No smoking signage will be prominent within the entrance to the venue. In accordance with the current legislation, smoking or vaping within the building will be strictly prohibited. This will be monitored by members of venue staff and security staff.

PPL/PRS

New Century is registered with PPL/PRS and submits details of any music that will be played in either of the two performance rooms (Hall or Locker). It will be charged in accordance with the standard PPL/PRS rates. New Century also has a standard hospitality licence for music across the building.

DRINKING WATER

Free potable water will be made available upon request in accordance with the Licensing Act 2003, from any space within New Century.

ANIMALS

New Century Kitchen welcomes dogs provided they are kept on a lead and under control. Should dogs become aggressive, we reserve the right to ask the owner to remove the dog from the premises. Water bowls will be provided for dogs.

We will not allow dogs into New Century Hall or Locker, with the exception of guide dogs or registered assistance dogs with the appropriate badge.

LOST PROPERTY

New Century accepts no responsibility or liability for lost property. All lost property will be held in a secure location, for a period of fourteen days. After that time, lost property will be donated to a local Manchester based charity.

DRUGS AND PROHIBITED ITEMS

New Century has a zero-tolerance policy to illegal drugs of any kind. Anyone found to be in possession of illegal drugs will be ejected and/or reported to the police.

When events are taking place in New Century, any drugs confiscated or found will be under the management of the Head of Security and/or the senior manager on site, logged in the control log and stored in the safe. The contents of the safe will periodically be given to Greater Manchester Police to dispose of.

Prohibited items or anything which is construed as dangerous, has the potential to cause harm or could be illegal, will be denied entry to the venue. New Century has a list of prohibited items which will be used as a guideline, our in-house security team will provide assistance when dealing with such items found within the venue.

SUSTAINABILITY PRACTICES

At New Century, zero site waste is sent to landfill. All waste is sent through our waste management system to be recycled or used for fuel. Cleaners and staff are trained in proper disposal and separation of materials where required. Our proximity to the waste sorting plant reduces CO2 emissions and all of our waste is collected by a fully green fleet. Scheduled and timely collections reduce our carbon footprint.

85% of customers use public transport to travel to the venue. Travel by car is actively discouraged. There is no on site customer parking. Bike racks are available in the basement for staff and nearby for customers.

GDPR

The Management team at New Century will be trained on Data Protection Regulations, the Data Protection Act 2018, and its implications into the management of the site. One person is designated as responsible for Data Protection and Privacy, and the role of a Data Protection Officer will be considered. Any systems that collect, process or store personal information will be kept secured. We will comply with the public's right of erasure as and when requested.

GROUND FLOOR (LOCKER + KITCHEN) OPERATIONS

While our planning application will refer to the opening of a new venue, this section outlines the practices we will use both within the new venue, Locker, and also in the re-configured Kitchen, where applicable.

All of the above comments apply to the wider New Century building as a whole, the below sections may apply to one or both of Locker and Kitchen, as specified.

MANAGEMENT

Locker will typically host planned, ticketed events, with at least one designated Event Manager who will be responsible for all operations, licensable activities and safety. This designated person will be a part of the existing New Century team, and will work in conjunction with our security team, medical staff, production management and/or promoter to deliver safe and successful events. The company has a team of dedicated event managers, and we also employ a Private Hire team, as well as a Food and Beverage team. All of these team managers are keyholders and all have completed the requisite training to deliver an event from conception to completion.

All managers at this level have completed Emergency First Aid at Work and Fire Marshal training, as well as health and safety, counter-terrorism, sexual harassment and accessibility

courses. All managers act on behalf of the company and are the nominated responsible people running any shift in any of our spaces.

LICENSING

New Century Locker and New Century Kitchen will operate using the existing New Century Kitchen licence, delivered by Kuits. The DPS is Zak Padmore, Operations Manager. There are other licence-holders in the business and we encourage management to get licensed.

ENTRY

Entry to the Locker will be managed and controlled via the same facade as the rest of New Century, at the East end of the ground floor. The Hall and Kitchen will retain their own doorways, further down the building (see Floor Plan overleaf). Any queue will be directed parallel to the New Century Kitchen frontage, using barriers where necessary, and without impeding any public right of way, nor any entrances or exits to the Kitchen or Hall.

Ingress of guests to Locker will take place through the eastern entrance door up until 10 minutes before the commencement of any live music when the door will be secured by door staff. Following this, attendees will be directed to enter via the lobbied internal doors. Once the live music is finished, the eastern elevation doors will be reopened for egress from the venue, alongside the internal doors.

We will ensure ID checks are enforced by security staff as necessary, in keeping with that day's event and operating hours. No intoxicated customers will be admitted. We will operate a Challenge-25 scheme throughout the premises. All security will be able to communicate via radio so if someone is denied entry via one entrance they will be flagged to anyone working on other entrances.

QUEUING AND ACCESSING NEW CENTURY LOCKER

On event days, a queuing system will be erected using pedestrian barriers. This will be situated alongside the Kitchen terrace, with a break left for an entry and exit point to the Kitchen.

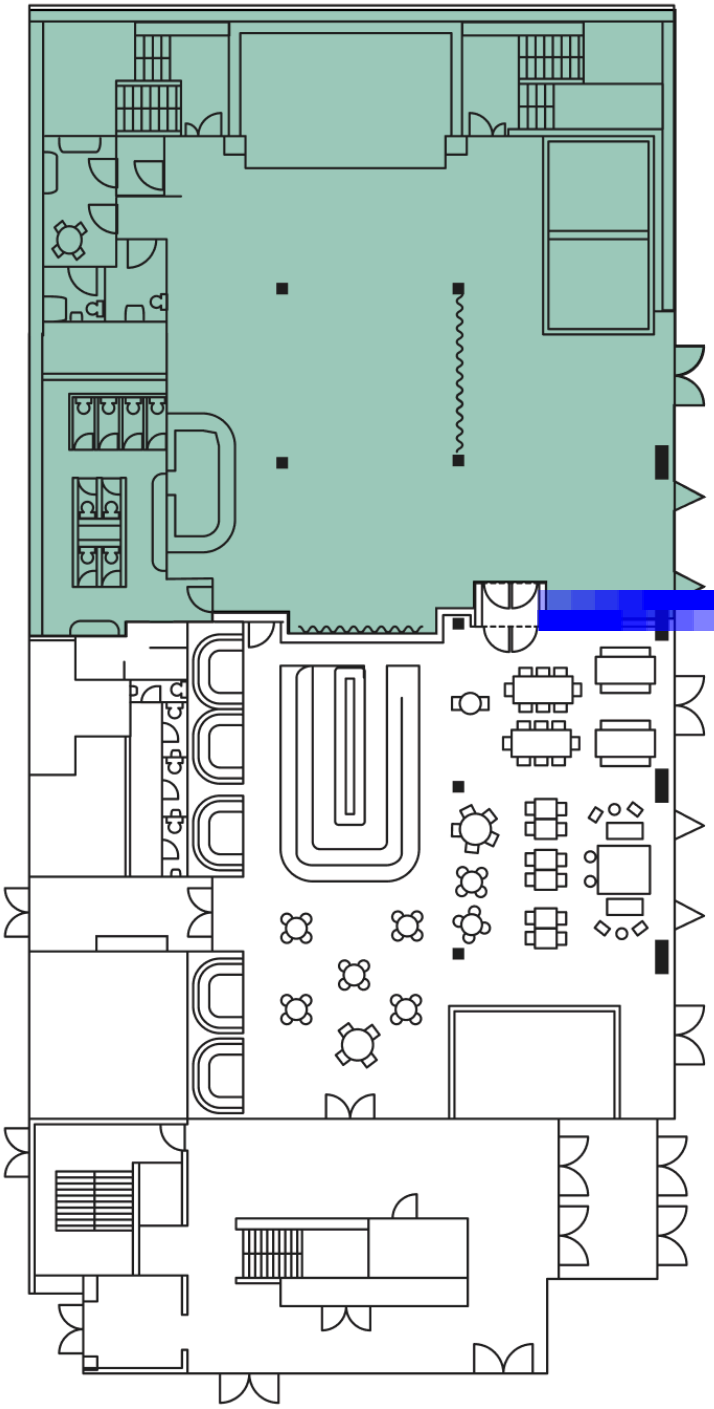
Event staff will be in place outside New Century during event ingress to inform visitors where to queue and other important information. The number, length and capacity of the queue lanes will be calculated on the basis of the tickets sold, and type of event. Queues will be manned by stewards to mitigate the risk of antisocial behaviour, to provide information to visitors and to manage queue size. It is expected that queues will form at ingress, the size of which will vary depending upon the type of event and number attending.

For live music events, a bag search area will be situated close to the entrance. All bag searches will be conducted by SIA security personnel and in accordance with the search policy. Communication on websites and ticketing platforms will instruct guests not to bring bags over A4 size.

Locker can also be accessed via an internal vestibule and two sets of double doors, from the Kitchen side of the ground floor. These doors will be lockable and if in use will be manned by someone checking wristbands to access the room. These doors can be locked if the event needs to stand alone from the neighbouring Kitchen space. For live music events in Locker, we will switch from the 'main' entrance on the eastern facade of the room and direct customers to enter via the Kitchen instead.

There will also be one service door between the spaces which will be access controlled via keycard.

FLOOR PLAN - GROUND FLOOR



Locker entrance (for ingress without music)

Internal vestibule between rooms (ingress during shows)

Kitchen main entrance

Kitchen secondary entrance

Hall entrance

BAR

All alcoholic and non-alcoholic beverages will be served either from the new Locker bar, or from the existing Kitchen or Hall bars, in the event of a full venue activation across more than one space. Service will include a range of hot and cold drinks and operate in accordance with the existing Challenge 25 policy. In normal circumstances (e.g. gigs), no glassware will be used or permitted into the Locker area whatsoever, only disposable plastic cups and cans will be served and no open containers will be permitted to leave the licensed area. As the space will be available for private hire, we may offer glassware in this space on occasion but this will be robustly managed and risk-assessed.

In the Kitchen space, we will use glassware during daytime and lunch trade, but move onto re-usable plastics at such a time that the venue is particularly busy and most custom is attending an event in one of our glass-free spaces.

We will be retaining our existing large bar in the Kitchen and adding one bar within Locker, which will offer a reduced menu compared to New Century's other bars, but will include a mix of alcoholic and non-alcoholic drinks.

SMOKING AREA

We will have a small delineated area for smoking for Locker patrons, by the building's main entrance. This will be managed by our venue and/or security staff, and fenced off with ped barriers. We will limit this smoking area to 20 persons at any time, although we expect usage to be well below this number in the main. Customers will be monitored and reminded, if necessary, to keep noise to a minimum while outside the premises, particularly during the later hours of operation.

The Kitchen has a terrace so does not require a standalone smoking area, instead we provide ashtrays and encourage guests to make use of the outdoor furniture. Barriers will be in place at all times when both spaces are operational to prevent smoking areas from mixing.

EGRESS

After events in Locker, the public will exit using the Locker entrance double door. The Kitchen encourages guests to leave via their main entrance or the secondary entrance (see Floor plan). Doors are only fully opened once music has stopped to prevent sound leakage, and patrons are encouraged to leave quietly and calmly. Customers are directed either towards Shudehill station or towards Victoria Station. Trained personnel and the security team will be on hand to assist and direct guests accordingly. Signage will be prominent at all exits asking guests to respect the neighbourhood and leave quietly. We will actively discourage customers from booking taxis on Miller Street.

SECURITY

Locker will assess and book security for its events in accordance with its specified minimums on its license as well as the number of guests attending, genre of the show and overall risk profile of the event. Any live music or club night will operate with a minimum of 2 SIA registered door staff, provided by our security firm, FGH and this may be extended to 5 SIA registered door staff depending on the genre and ticket sales.

Static positions will include the front door and Stage Right. Busier shows will require a roaming member of staff or extra positions within the crowd or front door. All security and management staff will be equipped with radios linked to the New Century communications network to ensure effective coordination and rapid response, in line with relevant event safety guidance.

Kitchen does not require round the clock door staff but will book staff in for days where their operation will run past midnight, in keeping with the license. Other bookings will be made for busier days or evenings, following a risk-assessment of the likely capacity on a given day.

While FGH will provide all staff, staff will work their room either in Hall, Kitchen, Locker or Yard, and will receive briefings and instruction from the relevant manager to that effect. However in the event of an emergency or evacuation, there will often be other security on site to assist from other spaces. They work as independent teams but are available via radio to move from space to space if needed. The Hall regularly employs 11-16 door staff, which typically will allow a great deal of flexibility across the space in the event of an emergency or altercation etc.

MEDICS

Locker will determine the need for a medic at events by reviewing the number of guests attending, genre of the show and overall risk profile of the event. For lower risk events, medics may be shared between New Century Hall and New Century Locker. New Century Kitchen is not considered a high-risk venue where medics would be required, but can obviously call on one should they be needed while there is one available.

Medics will generally be sited in the medic room on the first floor, but when events are running on the ground floor only, we will ask them to remain closer to the Kitchen and Locker, by residing in the box office.

CLEANING

Locker will employ a post event cleaner after its events to do a clean of the main public space, toilets, entrance and green room. If a night is particularly busy across the building we may employ a live event cleaner too. The cleaner will be provided with a radio so any urgent spillages can be dealt with quickly. New Century Kitchen employs a team of external cleaners on a daily basis before opening, but is able to share the wider site cleaner, allowing more flexibility in the evenings. Cleaning bookings will be regularly evaluated.

CROWD MANAGEMENT STRATEGY & SAFETY

A robust crowd management strategy will be implemented to ensure public safety, minimise disturbance, and maintain effective control of the site.

Attendance will be strictly controlled through a ticket-only entry system for events, with ticket numbers capped in line with the approved maximum capacity of the venue. This will prevent overcrowding and manage demand in advance of the event.

Dedicated security and the New Century management team will be deployed before, during, and after events. SIA approved security guards will be positioned at entrances, within the space, and at exit points to monitor crowd behaviour, manage circulation, and respond promptly to any issues.

Access and egress routes will be clearly defined and kept unobstructed at all times. Queue management measures, including barriers and security supervision, will be used where necessary to prevent congregations outside the premises and to ensure orderly entry.

The New Century management team will liaise with Greater Manchester Police and Manchester City Council as appropriate ahead of opening, and all staff will be briefed on emergency procedures, including evacuation protocols.

These measures will ensure that crowds are safely managed, the capacity of the site is not exceeded, and the impact on the surrounding area is appropriately controlled.

TICKETING

We will use our ticketing partner, See Tickets, for any ticketed or externally promoted shows. We also take Private Hire bookings for the rooms. These would be contracted by our private hire team, and right of admission will always be reserved at the discretion of the management and/or security. For certain events we will operate a ‘tickets-only’ policy, for others we would allow ‘walk-up’ trade. The Kitchen is generally open for walk-ins daily, unless it is hired for a specific event.

WASTE AND RECYCLING

Bins will be situated around the venue, specifically close to access and egress points, bars and toilets. These will be emptied by venue staff and/or the cleaning team, and removed via service routes to the rear bin yard.

Glass on the bar will have separate bins and disposal. Recycling will then take place in accordance with our sustainability policy.

Glass bins will not be emptied late at night or outside the venue.

Waste will be managed within New Century's existing waste contracts. During the busier months of the year, we can add extra bins and collections to our usual service if necessary. We will be using bins to the rear of New Century, in the existing bin yard. By reducing the size and output of the Kitchen we anticipate the waste created by Locker's operations to comfortably fall within our existing waste management schedule, but we will continue to monitor this and be adaptive over the venue's annual lifecycle.

A separate waste management statement has been submitted, fully detailing the waste management processes for the entirety of the project.

SERVICING

All deliveries will be added to the existing New Century delivery schedule, and will therefore be brought on the same runs that already attend the site, without any increase in traffic or disruption to the wider locale.

LOAD IN AND DERIG

All incoming and outgoing touring parties for New Century Locker will be loaded from the Miller Street side of the building. There is a loading bay specifically for vehicles delivering and collecting from New Century. Pallet trucks will be used to transport goods and equipment from the loading bay to the hall or kitchen. Load in and derig is via the back doors, rather than customer facing areas or entrances.

All equipment loaded in and out of the venue will be overseen by in-house production personnel. All loadouts will be manned with personnel who are fully trained in manual handling. Where possible, all loadouts will be assisted with the use of either flight cases with wheels, or platforms with wheels so they can be smoothly rolled to and from the vehicles with no struggle from crew. All personnel will be briefed to place equipment and items down, and not to drop them, as to ensure that noise is kept to a minimal level. Any manual lifting will be done with enough crew to ensure that all equipment is lifted correctly, and placed correctly to ensure that noise is kept to a minimum.

OTHER EVENTS IN THE AREA

We will document any upcoming large events at neighbouring venues which may affect traffic and footfall in the area. From this, we will assess our ingress & egress procedures to minimise any crowd impact. We will also use this information to assess an increase in security/stewards presence as required.

CONTRACTORS

SITE INDUCTION - EXTERNAL

All suppliers and contractors that come to New Century must be inducted by the duty manager for the relevant department or room. This induction will include (but is not limited to): fire and emergency evacuation procedures and muster points, first aid provision, designated smoking areas, safe working rules, toilets, and the roles and responsibilities of the duty team.

All suppliers and contractors will be required to sign in and out at the reception desk at New Century. This will form part of the evacuation process, allowing management to know who is currently working within the building.

PPE / UNIFORM

Contractors and work persons will be expected to wear appropriate PPE in accordance with their submitted RAMS. This will include stagehands and temporary staff during event load ins and derigs, as well as any contractors or suppliers engaging in work on site.

All staff engaging in relevant activities, i.e. taking in deliveries, deep cleaning, etc will be required to wear appropriate clothing and footwear, provided by New Century. All staff are also provided with a uniform to be easily identified by contractors or guests at all times.

SECURITY PERSONNEL

We will use accredited security personnel from the same provider for all our events and spaces - FGH Security. This will allow a consistent use of policies and procedures across our entire site. All security personnel will be provided radios and be in direct radio contact with the management, cleaning teams and each other. They will sign in upon arrival to site and be checked in by the management team (including the Security Manager on larger shows) to ensure they are fully briefed for their shift.

Large events in New Century Hall typically operate with 11-16 guards onsite at any one time, Events in Locker will have reduced numbers and therefore will typically operate with 2-5 security staff. The requirement on the licence is to have SIA registered security from 22:00 on evenings New Century Kitchen is open past midnight.

All SIA Security personnel will adhere to the standard rules of wearing a high vis arm band, signing into the security register at the beginning of each shift giving their name and badge number and signing out at the end of the shift.

The key responsibilities of the security team are:

- To provide a safe and secure environment for all
- Implement the access and egress system and welcome guests to the venue
- Carry out bag searches
- Check accreditation / wristbands etc between spaces
- Refuse entry to any member of the public who shows signs of intoxication or threatening behaviour
- Carry out crowd management procedures in accordance with the New Century policy
- Monitor crowd behaviour and eject or warn anyone in contravention of venue rules
- Implement the emergency protocols should it be required.
- Carry out comprehensive counter-terrorism measures and checks alongside management.

MEDICAL PROVISION

Members of the management team and staff will be trained in Emergency First Aid at Work. In addition to this, selected members of the team will undergo Enhanced First Aid Training. Well stocked first aid kits will be situated around the building. These kits will undergo documented checks and be restocked as required.

In the event of a serious accident, paramedics will be called.

The closest hospitals to New Century with 24-hour A&E departments are:

Manchester Royal Infirmary
Oxford Road
Manchester
M13 9WL

North Manchester General Hospital
Delauney's Road
Crumpsall
M8 5RB

For large scale events there will also be at least one externally sourced medic on site, based in the Medical room on the first floor. The number of medics required will be determined via a venue-wide risk assessment and they will be available across the whole site in the event of an emergency.

CLEANING

Staff and management will undertake general daily cleaning of the space, eg the bar, wiping tables, sweeping the terrace etc.

A professional team of cleaners will also be available on a shift pattern, cleaning the premises

six days a week in the mornings. Staffing levels will be reviewed as necessary by our New Century Kitchen management team.

The cleaners will ensure that all areas are kept clean ready for business, and will restock any disposables (hand towels, hand soap etc). They will also regularly empty bins and remove litter. During live events or busier time periods, cleaners may be on standby across the whole venue to deal with any ad hoc cleaning requirements.

SAFETY

VENUE HEALTH AND SAFETY

All relevant health and safety documents are accessible from a shared server. All operational documents are subject to annual review conducted by the health and safety advisors and the venue management. Documents include (but are not limited to):

- Health and Safety Policy
- Health and Safety Policy Statement
- Food Safety Management System (FSMS)
- Fire Risk Assessment
- General Risk Assessments

INCIDENT REPORTING

All accidents, incidents and near misses will be reported, logged and investigated by the duty management of New Century. They will be monitored and discussed at the senior management meetings as required. CCTV will be retained and a full incident report will be written up and provided to the Operations Manager within 72 hours.

Refusal logs will also be maintained for the purpose of logging any refusal of service with a clear reason, and the name of the staff member who refused service. These are retained for future reference, and are time coded so they can be cross checked with CCTV if required.

EVACUATION MUSTER POINTS

We will carry out risk assessments for all events held within the premises. We will also use our existing H&S management software: Mercury Support, for any accident reporting, RIDDOR incidents etc. Upon sign off, we will commission a thorough Fire Risk Assessment from an accredited body, and will then uphold the same strict standards we use in the wider business.

All spaces will operate with clearly defined emergency exit strategies which will be communicated to all staff and security teams working on site. The venue's muster point is the Hanover St side of Sadler's Yard, with extra muster points on Dantzic Street in the event of a high capacity show.

In the event of an evacuation, our nominated fire marshals will ensure all staff members and members of the public exit the building safely. Roll calls will then take place at our muster point. Regular evacuations will take place as part of our ongoing training programme.

FIRE SAFETY

All team members at New Century will undergo basic fire training and be confident in the use of fire extinguishers for small manageable fires. We will always advocate not to tackle fires if the team member does not feel confident to do so. Fire Marshals will be appointed to take control of situations and guide the teams and public to the muster points. The premises are fully covered by a sprinkler system and a robust fire detection system throughout the building, including all back of house areas.

Daily, weekly, monthly and annual checks are carried out internally by the Building and Facilities Manager and we employ contractors for all relevant compliance checks and remedial works as necessary.

LIAISING WITH COUNTER-TERRORISM POLICE

We have met with the GMP Counter Terrorism Security Advisor team, and have been provided with tools and materials to ensure that we are operating in a safe manner which both deters and protects the venue from a terrorist threat. The team have been introduced to management of the building, and have the venue's contact information.

All management will undergo ACT training, including the E-Learning as a compulsory certification for new starters. Management have been introduced to the ProtectUK App, and will regularly attend workshops to keep up to date with the latest advice and guidance.

UK PROTECT DUTY (MARTYN'S LAW)

Martyn's Law legislation places the onus of public safety on the owners and management teams of public spaces where large gatherings congregate and as such New Century will continue to work closely with their security provider FGH to provide:

- A comprehensive terror risk assessment
- Mandatory Counter Terrorism training for the New Century Operational Management Team and the Personal Licence holder for the venue's Premises Licence.
- Enhanced First Aid Training for New Century operational team.
- Regular security reviews with focus on requirements for both the management of crowds attending and dwelling in the venue and the evacuation/invacuation processes for the premises.

STAFF

At all times while open, the operation will have a designated manager or team leader to run the shift. They will be authorised by the Designated Premises Supervisor to provide the sale of alcohol, and as such will have received the requisite training needed for this. They will lead a team of 2-20 staff per space, and a rota will be confirmed in advance based on the event schedule and anticipated footfall. These staff will cover the bar, box office, kitchen and table service roles, among any others as dictated by the needs of the event or wider business.

TRAINING

Comprehensive staff training will be conducted including (but not limited to): site inductions, emergency protocols, ALPS (Award for Licensed Premises Staff), Challenge 25, Health and Safety and Food Safety. All training will be documented and reviewed on a regular basis in accordance with the training policy of New Century.

Trained First Aiders will be allocated in both New Century Hall and New Century Kitchen. Suitable and sufficient first aid kits will also be maintained and clearly signposted around the building.

EQUALITY AND DIVERSITY

The Company commits to encourage equality, diversity and inclusion in the workplace as they are good practice and make business sense.

We will create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.

This commitment includes training managers and all other employees about their rights and responsibilities under the equality, diversity and inclusion policy. Responsibilities include staff conducting themselves to help the organisation provide equal opportunities in employment, and prevent bullying, harassment, victimisation and unlawful discrimination.

Unlawful discrimination of any kind in the working environment will not be tolerated and the Company will take all necessary action to prevent its occurrence.

Specifically, the Company aims to ensure that no employee or job applicant is subject to unlawful discrimination, either directly or indirectly, on the grounds of sex, gender, race (including colour, nationality and ethnic origin), disability, sexual orientation, marital status, part-time status, age, religion or belief. This commitment applies to all aspects of employment, including (but not limited to): Recruitment, Training, Promotion, Access to benefits, Grievance handling.

Equal opportunities practice is developing constantly as social attitudes and legislation change. The Company will review all policies and implement necessary changes where these could improve equality of opportunity.

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SEXUAL HARASSMENT

New Century is committed to providing a safe and respectful environment for everyone.

Harassment of any kind, including physical, verbal, or sexual harassment, will not be tolerated. Any individual accused or engaging in such behaviour may be required to leave the premises immediately. The Venue reserves the right to refuse entry, remove individuals from the premises, and notify the police where appropriate.