

Operational Management Statement

Karma Kitchen

Introduction

1. This statement has been prepared to explain how Karma Kitchen would operate at Building C to ensure that it forms a successful part of the wider mix of uses within Camden Market without causing any disruption and ensuring that any impact on residential amenity is kept to an absolute minimum.

Karma Kitchen

2. Karma Kitchen was established in 2018 by Gini and Eccie Newton following on from their initial venture, Karma Cans. Karma Cans was set up in 2014 to produce and deliver lunchtime meals, predominantly fresh and healthy salads, across London.
3. Following on from this and as a result of their experience in terms of a small but growing business struggling to find suitable kitchen space, it has now established Karma Kitchens – which constructs, equips and manages kitchen spaces so that they can be leased on a flexible basis to early stage catering businesses.
4. It currently operates one premise in Hackney and is seeking to open at another three sites later this year given the clear market demand which there is for this product and service.
5. Its premise in Hackney comprises a mixture of shared kitchens and private kitchens.
6. The shared kitchen is a large space which includes ovens, hobs, storage, washing facilities, kitchen equipment and kitchen work-surfaces which can be hired on the basis of eight-hour slots from as little as £42 per shift. These spaces are provided to help small businesses grow, test new products, prepare for small catering events or to increase production generally (Please see appendix A for photo of shared kitchen space at Hackney). as the shared kitchens are intended to be affordable professional kitchen space allowing a diverse range of people to start and run food businesses.
7. Five private kitchens are also provided which each measure 350 sqft (Please see appendix B for photo of existing private kitchen space at Hackney).
8. Karma Kitchen oversee the maintenance, washing-up, deliveries, waste collection and laundry to ensure that businesses can focus on food production and at the same time ensure that Food Standards Agency standards are met at all times.
9. Our current customers comprise a variety of different businesses, and this variety is key to our business model, as it allows our members to share the space on consecutive shifts. As an example of the range of businesses:

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- Jelly Drops make rehydration sweets for old people with Alzhiemers and they are currently using our Hackney kitchen space for R&D.
 - Nibs Etc are a small Granola producer, who make granola from vegetable pulp that's a by-product from juicing, to sell at a market stall in Borough Market.
 - Hire Hand use our kitchen space to interview and carry out basic training for chefs.
 - Kitchenette Karts batch cook their products for their market stalls in Spitalfields, and they offer jobs and training to people just out of prison.
 - Fat Macy's is a social enterprise that cooks food for homeless people, also providing the opportunity for homeless people to work and carry out meal prep in the kitchen.
 - A number of food producers rent the kitchen spaces to make healthy meal boxes and sell them to gyms.
10. The businesses are incredibly diverse, meaning that they all need kitchen space at different times in the week. Companies at present are required to sign up to a membership programme, which is on a monthly rolling basis.

Karma Kitchen at Camden Market

11. Karma Kitchen consider that Camden Market is a perfect growth location for its offer given the number of food outlets in the area which require additional production space. 450 vendors operate in the market and often need extra space to prep food, or to safely store products (Karma Kitchen provides purpose built cold and frozen rooms).
12. Karma Kitchen is a form of co-working incubator space for food businesses, as it allows them to take short-term contracts where all equipment is provided to test whether their business is likely to be a success, before scaling up. Supporting small start-up and independent companies reflects the ethos and defining characteristic of Camden town centre, Camden's markets and also Labs and their continued commitment to provide co-working office space within Camden.
13. It is anticipated that most businesses who take space in the kitchens will already trade in the market or in Camden Town. Karma Kitchens seeks to provide an important supplementary facility to enable the smooth operation of the markets. Additional space so close to the point of sale would mean that some businesses would no longer need to produce food outside of Camden to then transport it in, so supporting a more sustainable business model. The Camden Market team currently have 5 enquiries of interest before the facility has been

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marketed, and further interest from the new Buck street Market development opening in Spring 2020. This shows there is genuine demand for market traders using this facility.

14. In addition to food sold within the market, it is anticipated that an element of bulk commercial cooking would take place. This is typically where start-up companies are cooking for corporate events so prepare food in the kitchens and then take to the premises as part of one delivery or prepare food to be sold in shops. As can be seen from our tenant examples, our Hackney premise hosts a variety of corporate caterers and it is anticipated that the Camden premise would also serve a similar purpose for many start-up companies.
15. Finally, a small percentage - 15% - would be cooking food on the premises which could be delivered to houses in the nearby area.

Development Proposals

16. This planning application seeks to use the sub-basement of Building C at Camden Stables Market as commercial kitchens, which is considered to be a light industrial use (Class B1c) - which would be operated by Karma Kitchen in accordance with this Operational Management Statement.
17. Kitchen space is currently provided at this part of the building and is permitted as ancillary Class A3 space for Shaka Zulu and as such the space fitted with the necessary systems required to support a kitchen use (please see Appendix C for existing photos). Shaka Zulu no longer require this space and as a result the space remains vacant.
18. Given that these were most recently used by Shaka Zulu, the current lawful use is Class A3, so planning permission is required for a change of use.
19. A total of 469 sq. m of Class B1(c) floorspace is proposed at sub-basement level of Building C, which would comprise:
 - a. 7 shared kitchens between 20-30 sq. m, which includes ovens, hobs, storage, washing facilities, kitchen equipment and kitchen work services; and
 - b. 2 private kitchens between 50-70 sq. m, which includes ovens, hobs, storage, washing facilities, kitchen equipment and kitchen work services An additional 38 sq. m of shared toilet facilities would also be provided, which would also be accessible to, and used by, the staff of Shakazulu. These facilities do not therefore form part of the planning application demise.

Hours of Operation

20. There are three shifts in a day. 7am-3pm, 4pm-11pm and 12am-6am. 3 shifts per day each separated by a one hour deep clean, managed by us. The overnight shift will be for market stall bulk production and breakfast corporate catering. The morning shift is for lunch caterers
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and product manufacture and the evening shift is for delivery and evening corporate catering and event catering. The kitchen is typically at 20% capacity overnight and this type of member has no incoming or outgoing deliveries during their shift, with most product arriving the morning before their shift and outgoing deliveries occurring the following morning.

Access

21. The facilities main entrance will use the existing entrance and Lobby doors on Camden Lock Place, adjacent to the Interchange Building and in close proximity to the waste management area. This will be the only means of access and egress and used throughout the day.
22. Once inside the building, access to the kitchens would be via the existing goods/passenger lift and staircore which runs from this lobby.
23. Having the lobby space will mean goods are unloaded off of Camden Lock Place and straight into the building.

Management and Staffing

24. Karma Kitchen will create 10 full time jobs dedicated to the operation of the space. Including operations managers, sales associates and kitchen porters as well as a dedicated site manager. In addition to our own hiring plan, each business using the kitchen typically employs 2-3 full time team members.
25. Karma Kitchen Youth Training. This youth training program is an essential part of providing our community and our members with an ecosystem of infrastructure and support. We have a dedicated youth training programme for people between 16-25 in the borough. We select people through charities, schools and community programmes and we pay them to learn how to cook and how to work in a commercial kitchen twice a week. Then we place them into work with our member's businesses and offer ongoing support for a further six weeks, following placement. The program has support from restaurants and chefs across London, who volunteer as trainers or offer work experience and it is fully funded by Uber Eats.

Noise control

26. We have commissioned an acoustic report which is included within this application, and all measures contained within it will be implemented to ensure there is no disturbance created by the replacement ventilation unit on the roof. This new unit will be quieter than the current ventilation plant it replaces.
27. Plant noise will be attenuated by the use of an attenuator attached to the exhaust of the ventilation unit, to achieve the required noise reduction.

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Deliveries and Pick-ups

28. The servicing and delivery and pick-up timings are scheduled on the following pages. The proposed locations and timings for these have been carefully considered to avoid noise sensitive areas during late evening and overnight. The Chalk Farm Road delivery bay will not be used after 10pm for either deliveries or pick-ups. Camden Lock Place which is less noise sensitive will not be used for Kitchen deliveries or pick-ups between midnight and 6am. These measures will ensure that the operation will not generate any noise over and above current levels, mitigating any potential noise issues.
29. The main food delivery operators have also committed to phasing-in electric bikes from 2020 in London, and this will further improve the noise levels during operational hours.

Extraction & Ventilation

30. The proposal is for the existing ventilation fan on the roof to be replaced to incorporate odour control and acoustic attenuation in line with the Ventilation Strategy document, submitted as part of this application. This will ensure that are managed below the required levels.

Waste, recycling & food hygiene

31. Waste and recycling will be stored in a dedicated room at the reception area below ground floor level. Refuse would be stored in this area until it is due to be collected.
32. The onsite market management team will regularly empty the refuse area and move refuse via the lift to ground floor level. The team will then move them the short distance to the recycling facility housed adjacent to the dead dog basin. This recycling will be loaded into barges along with the other market recycling and waste, thus reducing any further collection vehicles in the Camden Lock Place.
33. Food waste is mandatory as is our 'oil to fuel' program. £500 fines for businesses disposing of oil down sinks or food into general waste and this is managed by our operations teams and kitchen porters.
34. Food Hygiene levels are incredibly high in our Hackney site. Because our entire purpose is to manage the cleanliness and maintenance of the kitchens, we dedicate all our team's resources to making the kitchen as hygienic as possible. We carry out: Opening and closing checks, all kitchen maintenance, all pot wash, three cleans a day, 1 deep clean a week, pest control, fridge checks and member inductions. Each member is given a pre-approved set of checklists for their own cleaning regimes, checked by our operations teams. Our operations managers all have level 3 food hygiene. Each business signs a contract with us that divides responsibility between us for

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items that are not within our control eg: staff illness must incur 48hours of leave from last symptoms, members who fail to comply can have memberships terminated with immediate effect.

Servicing and deliveries

35. Karma Kitchen would oversee and manage all deliveries and where possible require businesses to order ingredients from the same suppliers so that deliveries can be consolidated. This will form part of the contract agreed with all businesses as part of their membership.

36. All deliveries of produce and kitchen goods would take place as below:

a. **Deliveries will take place from:**

- | | | |
|------|------------|------------------------------|
| I. | 6am – 9am | Camden Lock Place |
| II. | 9am – 10pm | Chalk Farm Road Delivery Bay |
| III. | 10pm – 6am | No Deliveries |

b. **Pick-ups will take place from:**

- | | | |
|------|--------------------|------------------------------|
| I. | 12noon – 8pm | Chalk Farm Road Delivery Bay |
| II. | 8pm – 12 midnight | Camden Lock Place |
| III. | Midnight – 12 noon | No pick-ups |

37. The anticipated number of individual deliveries would be broken down as follows:

a. **Indicative Number of Individual Deliveries**

Hours	Mondays to Thursdays	Fridays	Saturdays	Sundays
06.00-09.00	15	15	12	0
09.00-11.00	7	7	7	0
11.00-14.00	5	5	5	0
14.00-17.00	4	4	4	0
17.00-20.00	2	2	0	0
20.00- 22.00	0	0	0	0
22.00-6.00	0	0	0	0
Total	33	33	28	0

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38. The anticipated number of individual Pick-ups would be broken down as follows:

b. **Indicative Number of Individual Pick-ups**

Hours	Mondays to Thursdays	Fridays	Saturdays	Sundays
06.00-09.00	0	0	0	0
09.00-12.00	0	0	0	0
12.00-14.00	10	10	7	12
14.00-17.00	7	7	10	10
17.00-20.00	20	15	15	15
20.00- 24.00	14	14	19	19
24.00-06.00	0	0	0	0
Total	51	46	51	56

Summary

39. This statement has been prepared to explain how Karma Kitchen would operate from the sub-basement of Building C in a way which would neither disrupt the market or impact local residential amenity.

40. Karma Kitchen would take over the space which is currently a kitchen and fit-it out so that it could be used by a number of small businesses on flexible terms, the majority of which are likely to already have food outlets in Camden Market or already undertake food production within Camden.

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Appendix A – Example Shared Kitchen at Karma Kitchen Hackney



Appendix B – Existing Small Private Kitchen at Karma Kitchen Hackney



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Appendix C – Existing Kitchen Space at Sub-Basement Level, Building C, Stables Market

