



# Jacuna Kitchens

Arches 74 & 75, and 178B Royal College Street, Camden

## Operational Management Plan



## Introduction

The Jacuna Kitchens site at Arches 74 & 75, and 178B Royal College Street, Camden NW1 OSP, as set out on the Block Plan will be managed in accordance with this Operational Management Plan (the **OMP**).

The OMP covers the following:-

- The operating hours of the Site;
- How those who use the Site will be expected to conduct themselves;
- How Online Delivery Platform (**ODP**) Rider collections will be managed;
- The responsibilities of the on-Site marshals;
- Servicing arrangements for the Site;
- How refuse and recycling is stored and collected;
- Pest control;
- Site security;
- On-Site staff training; and
- Communication with local residents.

All staff employed at the Site will be trained to implement this OMP, and will have responsibility for ensuring that it is implemented each and every day.

In addition, before being allowed to trade on from the site, all Jacuna Members will be required to complete a Site Induction, which will include an explanation of the policies and procedures outlined in this OMP. Repeated failure to comply with on-Site rules and regulations will be treated as a material breach of their Membership Agreement.

## Operating Hours

Days	Site Opening Hours	Site Trading Hours*
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Monday – Sunday	08.00 – 00.00	10.00 – 23.00
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*\*Please note that customers are able to place orders in advance on the Deliveroo app, but these are the earliest/latest times that food can be delivered. All orders will be handed over by 23:00 and there will be no collections after this time. Jacuna Members may take time to clean and lock down their units at 23.00 but will be encouraged to leave the Site as soon as possible.*

All industrial processes, plant equipment and noise-generating operations will cease by 23:00, save for the external condenser unit to the chilled room at the rear of the property. Further detail regarding these processes may be found in the odour and noise impact reports pertaining to the site, which confirm there would be no adverse impact on local residents.

## Code of Conduct

All Jacuna employees, Members and visitors to the Site will be required to comply with this OMP where applicable and conduct themselves in the following manner:

- they will behave in a professional manner, and treat Site staff, neighbours and members of the public with respect. Abusive, threatening or otherwise antisocial behaviour will not be tolerated and, in appropriate instances, the authorities will be notified.
- they will not create unnecessary noise. This should be achieved by:
  - keeping conversations external to the Site to an absolute minimum and speaking at appropriate volumes;
  - avoid the revving of engines unnecessarily and switching off ignitions when vehicles are not in use;
  - not congregating in the area directly to the rear of the Arches (instead waiting in the designated waiting area).
- they will not litter around the Site. All Employees, Members and visitors to the Site will be welcome to use any of the general waste or recycling bins provided.
- visitors will not be permitted to smoke or vape at the Site. Employees and Members are only permitted to do so in the designated smoking area.
- they will comply with all laws, rules and regulations (including Health and Safety) applicable to the operation of the Site and surrounding area, and any instructions given by Site staff;
- they will enter and leave the Site in a safe manner, at an appropriate speed, and in accordance with the Highway Code;
- they will not park or locate themselves in such a way as to obstruct others, including tenants or owners of the adjoining units, emergency exits or emergency routes; and
- anyone using a vehicle (including bicycles) will be considerate to pedestrians.

The Code of Conduct will be clearly displayed on Site both at all entrances and exits to the Arches, and in the driver parking area. The on-Site staff will be responsible for ensuring that all new visitors to site (including ODP Riders) are made aware of it.

Anyone who fails to adhere with any part of the Site's Operational Management Plan or the Code of Conduct may be asked to leave and risk being banned from the Site indefinitely.

## ODP Rider Collections

Collections from the Site are only permitted to be made by ODP Riders. Members of the public are not permitted to collect from the Site.

ODP Rider Collections is managed as follows so as to minimise noise and disruption to surrounding residents and businesses:

First, ODP Riders not permitted to wait or access the Site by Royal College Street. The ODPs have been given the exact coordinates for the site entrance and therefore ODP Riders will be aware of which to use.

Instead, ODP Riders access the Site via Randolph Street, to the rear of the Arches. The Block Plan indicates the area allocated for ODP Rider parking (annotated as "motorbike parking"). This area is just to the left as one enters the gate, under the railway line and shielded from residents on all sides. This area will provide sufficient space for ODP Riders to park on Site and to ensure that they do not need to wait off Site.

This is the area where ODP Riders park when collecting orders. ODP Riders will not be permitted to drive down the rear driveway/courtyard. Instead, they will park in the ODP Rider Parking area and dismount their vehicles, proceeding to the rear archway entrance on foot. This will be regulated in the following way:

- All ODPs have been informed of the above and will instruct their drivers of the same.
- Signage has been installed informing the ODP Riders of where to park and to reinforce that they must dismount their vehicles in the protected waiting area but also not drive along the rear of the arches. Traffic cones and plastic barrier chains may be used to reinforce this.
- The use of marshals (see much greater below).

It should be said that drivers rarely wait for very long. Current ODP data at Jacuna sites has shown that the average pick-up time for an order is between 1 and 2 minutes. The algorithms of the ODPs are designed in such a way as to maximise pick-up efficiency and minimise wait times. The ODPs also have their own policies and procedures governing their Riders.

If an ODP Rider on Site fails to comply with any Jacuna policy or procedure (Site-specific or otherwise), a complaint will be reported to the ODPs by the Site staff and the Jacuna marshal will photograph the ODP Rider ID Badge.

An ODP Rider who fails to comply with any Jacuna policy or procedure on more than one occasion will be banned from collecting from the Site. Such will be communicated to and reinforced by the ODPs where possible.

If an ODP Rider behave illegally, Jacuna policy is that the police are contacted immediately and a report is filed.

## Marshals

Jacuna will employ a marshal from 12.00 until 00.00, Monday - Sunday.

Jacuna has contracted with a third party security agency for the provision of this marshal. All marshals will be SIA certified and fire-marshal trained.

The marshals' responsibilities will be to ensure that:

- ODP Riders enter and leave the Site safely;
- ODP Riders do not enter the Site via Royal College Street;
- ODP Riders are directed to the waiting area, and instructed to turn off their vehicles, dismount and walk to the rear entrance for collection;
- The area is kept clear of litter;
- OPD riders do not congregate or wait in the courtyard to the rear of the arches;
- Only those ODP Riders with a confirmed order are permitted access to the Site;
- No more than 30 drivers are permitted in the ODP Rider car park at any one time; once the car park reaches capacity, Riders will be refused entry to the site and instructed to cancel orders;
- ODP Riders respect the Highway Code;
- ODP Riders do not obstruct or ride along the pavement and are considerate towards pedestrians;
- ODP Riders do not smoke (or vape) on Site;
- ODP Riders conduct themselves in a professional manner, and do not litter or use foul language on Site;
- ODP Riders do not remain any longer than is necessary at the Site and/or create excessive noise; and
- There is no conflict between ODP Rider collections and servicing deliveries;

Regarding deliveries of stock, the marshal will have responsibility for ensuring that:

- only vehicles servicing the tenants of the Arches are permitted access to the courtyard;
- supplier vehicles that are servicing the Site access and exit the site safely, providing assistance where necessary;
- supplier vehicles that are servicing the Site are no larger than 7.5t and 7.2m in length;
- no more than two supplier vehicles servicing the Jacuna Site are permitted on Site at any one time;



- Jacuna's deliveries on site will not take place at the same time as any of the 4 weekly deliveries for the remainder of the arches, as per the Parking and Servicing Strategy approved by permission 2018/0565/P.
- supplier vehicles servicing the Site park in the communal loading bays providing assistance where necessary;
- supplier deliveries for the Site are made in accordance with this OMP; and
- only those authorised to be on Site are given access to the Site.

The marshals will be responsible for ensuring that everyone on-Site complies with all policies and procedures as set out in this OMP. The marshals will also use reasonable endeavours to ensure that supplier vehicles servicing the Site do not park in or otherwise obstruct the entrance to the rear courtyard or the pavement.

The marshals will be provided with a clipboard to note down any incidents of infringement, which will be handed over to the Jacuna Operations or Site Manager to address. The Jacuna Operations manager will be responsible for reporting any breaches in accordance with this OMP.

Any complaints about the conduct of the marshals will be emailed to the ODP.

## Servicing Arrangements

The Site will be serviced by vehicles from suppliers of fresh food, oil and packaging. The Site will receive a number of small independent deliveries, most likely from local London-based suppliers.

The objective of the proposed servicing arrangements outlined in this OMP is to minimise traffic disruption and avoid potentially dangerous situations on the local highway network, as well as to minimise the noise impact for those who live or operate from neighbouring properties.

## Timing

To avoid conflicts between ODP Rider deliveries, supplier deliveries to the Site will only be permitted during the hours of 8:00 to 16:00, Monday to Saturday. Supplier deliveries to Site will not be permitted on a Sunday or Bank Holiday.

The number and timing of the supplier deliveries expected to be made to the Site during a 'typical' trading week are set out below.

Time	Average Number Per Day	Vehicle Type	Duration on Site
08.00 – 12.00	9	Transit Vans	10 – 15 mins
12.00 – 16.00	6	Transit Vans	10 – 15 mins

## Size Restriction – Supplier Deliveries

Only those supplier vehicles servicing the Site that are no larger than 7.5t and 7.2m in length will be permitted on to the Site.

## Supplier loading/unloading

In order to minimise the impact of servicing activities upon highway and pedestrian safety, as well as the deliveries of tenants in other units, all supplier deliveries to the Site will be undertaken using the permitted parking bays. No suppliers will be permitted to drive to

the far end of the courtyard to unload, nor will they be permitted to park anywhere other than in the parking bays. This ensures access is kept clear for other tenants of the arches.

The delivery drivers will hand carry the goods or use a hand operated and/or electric cart to wheel the goods into the Site, which usually takes 10-15 minutes. Most deliveries can be attended to by one delivery driver.

Whilst it is possible for vehicles to turn onsite, this is likely to be difficult given the space and orientation of the parking spaces. If necessary, therefore, the on-Site staff and/or marshals will assist the delivery drivers in manoeuvring their vehicle with stop and go hand signals, communicated through the vehicles mirrors, while watching the driver's blind spot and ensuring the area is safe for pedestrians.

Delivery drivers will be asked to turn off the audible reversing alarm, where possible.

### Conflicting Deliveries

Every effort will be made to ensure that deliveries made by independent suppliers to the Site are timed such that they do not coincide with each other. In the eventuality that two or more deliveries do arrive concurrently, the on-Site team will ensure that the first is parked quickly and efficiently, such that the entrance is not blocked. The second will then be directed to the adjacent spot etc.

### Failure to Comply

Should any independent suppliers fail to adhere to the procedure set out above, the Site Manager will log the incident in the Site Incident Tracker. In addition, the Jacuna Member who arranged the delivery will be informed and instructed to notify the supplier directly that they must comply with all on-Site restrictions.

If the supplier continues to disregard the on-Site policies and procedures as outlined in this OMP, they will be refused access to the Site and the Jacuna Member will be instructed to find an alternative supplier.

## Parking

Jacuna Members are not permitted to park anywhere onsite using motor vehicles.

The parking spaces belonging to Jacuna are to be used only for:

- ODP Riders (in the allocated spaces)
- Delivery vehicles (as above)

Jacuna employees and Member employees will access the site using public transport. Bike racks have been installed to the rear of the ODP Rider parking area.

## Jacuna Members

Jacuna Members access the site through the Arches.

There is a small outdoor seating area as set out on the Block Plan. Members will be permitted to smoke in this area. Members will not be permitted to smoke in any other area, including to the rear of the Arches. There is an internal office area at the Royal College Street entrance for Staff Welfare.

## Waste Storage and Collection

Site management will be responsible for ensuring that waste is stored appropriately, in accordance with the terms of this OMP.

## Refuse and Recycling

There will be both general waste and recycling bins (each of 1,100 litre capacity) stored to the rear of the ODP Rider car park.

Refuse collection is managed by Biffa. Refuse collection vehicles access the site via Randolph Street.

Biffa reverse their van into the rear of the Site and pull the bins from where they are stored to the parked van to offload. If necessary, the Jacuna marshals will assist.

On average there will be two waste and two recycling collections per week. Waste is collected regularly and monitored by the Jacuna on Site team to prevent bins from overflowing.

## Food Waste

Food waste will be stored separately to general and recycling waste. Food waste is kept to a minimum as the supply and demand of customer orders is matched to the supply and stock control of Jacuna Members. Jacuna therefore anticipates this will be minimal, as with other sites.

## Waste Oil

Waste oil is collected by Hep Oils (a subsidiary of Olleco) once a week, to be recycled and turned into biofuel. Hep Oils will use a transit van to collect all waste oil, and as such will be able to access and exit the Site in accordance with the restrictions outlined in the Servicing Arrangements section of this OMP.

## Noise Mitigation

The following measures have been specifically implemented to minimise the noise generated on Site:

- Only those ODP Riders delivering by foot, bicycle or moped are permitted access to the Site;
- ODP Riders and Jacuna Members are not permitted to have conversations and/or communicate in raised voices outside;
- Supplier deliveries to the Site are only permitted during day-time hours, and are not permitted on a Sunday and/or Bank Holiday; and
- Placing signs (to remain in place at all times) at the entrance to the Site reminding Members and ODP Riders to keep noise to a minimum and to respect the neighbours.
- The employment of marshals to manage the above.

Please see the Noise Impact Assessment for further technical details relating to Jacuna's ventilation systems.

## Pest Control

Jacuna use an external agency (Rentokil) to manage pest control inside and outside of the unit. They conduct an audit of the Site before it opens and come back to Site every quarter (or more if required) to monitor.

## Site Security

CCTV cameras are positioned on site both internally (including in the kitchens) and externally. Recorded CCTV images are maintained and stored for a period of 30 days and will be produced to the Council (including the local planning authority), Police or Licensing

Authority upon request. Third parties may also request access to the footage for a fee, such requests being assessed on a case-by-case basis in accordance with Jacuna's CCTV and Privacy policies. All Site managers are trained in the use of CCTV equipment and Jacuna are registered with the ICO.

There is lighting installed to the rear of the Site (on the Arches side) on a timer. This is static and non-flashing. Lighting is to be kept at a low level to reduce glare but sufficiently bright to deter criminal activity.

The Jacuna marshal will be responsible for ensuring the Site is secure at the end of each day, both by locking the Site itself and ensuring the main gate is closed. Similarly, they will be responsible for ensuring all Jacuna Members cease operations at the designated hour and managing access to the rear courtyard generally.

## Ventilation systems

The kitchen areas are extracted through a ventilation system which discharges through stainless steel flues on the courtyard side of the building.

The kitchen extraction systems are fitted with odour control to provide a very high level of odour control. Each kitchen is fitted with:

- Fine-meshed baffle filters
- Fine filtration bag filters
- Carbon filters
- UV Ozone system

## Management and maintenance

The site manager will carry out routine sniff testing on a defined route around the site when operational on at least weekly basis. Site management will also investigate any odour complaints received.

All bag filters are monitored and inspected daily by site management.

A service contract for the odour control equipment will be established and maintained at the Site, which will cover regular checking and maintenance of the equipment by a suitably qualified provider and replacement of any consumables when required. It will also provide for call-out of engineers within an agreed time when equipment malfunction is noted.

The following frequency of maintenance actions is undertaken at the site:

- Mashed baffle filters cleaned daily (by Jacuna staff and Jacuna Members);
- Bag filters changed as required and at least monthly (by Jacuna staff);
- Duct cleaning bi-annually (first clean scheduled for September 2021 by nominated contractor); and
- Carbon filters changed annually (scheduled for first change in March 2022).

## Contact and complaints

Jacuna is committed to maintaining an excellent relationship with our neighbours and local Council. The following email address may be used to notify us of any concerns and/or suggestions: [contact@jacuna.co.uk](mailto:contact@jacuna.co.uk)

Our on-Site management team are also available during opening hours to help with any questions/queries/complaints that interested parties may have.

A record will be kept of all complaints, including the date, time, name, cause and action taken.



