



Jacuna Kitchens

Arches 73, 74 & 75, and 178B Royal College Street,
Camden

Operational Management and Delivery
Plan

November 2022

Introduction

1. The Jacuna Kitchens' site at Arches 73, 74 & 75, and 178B Royal College Street, Camden NW1 OSP (the Site), as shown on the Block Plan will be managed in accordance with this Operational Management and Delivery Management Plan (the **OMDP**).
2. Those food and restaurant brands who are licensees of Jacuna and make use of the site are referred to as **Members**.
3. The OMDP covers the following:-
 - The operating hours of the Site;
 - How Members and any employees who use the Site will be expected to conduct themselves.
 - How Online Delivery Platform (ODP) Rider collections will be managed on Site.
 - The responsibilities of the on-Site traffic and operation marshals.
 - Delivery and Servicing arrangements for the Site.
 - How refuse and recycling is to be stored and collected.
 - Pest control.
 - Site security.
 - On-Site staff training; and
 - Communication with local residents.
4. All staff employed at the Site will be provided with a copy of this OMPD, trained to implement this OMDP, and will have responsibility for ensuring that it is implemented as part of the Site's operation every day.
5. Before being allowed to operate from the Site, all Jacuna Members and their employees will be required to complete a Site use and operation Induction which will include an explanation of the policies and procedures outlined in this OMDP and why these must be observed. Failure to comply with on-Site rules and regulations will be treated as a material breach of their Membership Agreement. Depending on the severity of the breach, this could lead to a re-induction on the content of this OMDP, a suspension of their Membership or termination of their Membership Agreement.

6. Contact details for Jacuna site management are as follows:

- Name: Alba Rodriguez Castanon, Operations Manager
- Email: alba@jacuna.co.uk

Further contact details can be found online on Jacuna's website.

7. The Jacuna site is divided as follows:

- a. The two larger arches (74 and 75) are where the Jacuna kitchens are located;
- b. The smaller arch (part 73) and area on the Royal College Street side of the arches are used for storage;
- c. The Royal College Street side of the operation is used as office space for the Jacuna on-site Management team and Jacuna's Members.

Operating Hours

Days	Site Opening Hours	Site Trading Hours*
Monday - Sunday	08.00 - 00.00	10.00 - 23.00

**Please note that customers are able to place orders in advance of Site Opening hours on the Deliveroo app, but the times above are the earliest/latest times that food can be collected. All orders are to 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. The site is then locked no later than midnight by the Jacuna Site Manager.*

8. 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 **Site**. Further detail regarding these processes may be found in the odour and noise impact reports pertaining to the Site, which confirm that there would be no adverse smell or noise impacts on the local residents.

Access to and from the Site

1. There are two means of access to the Site. The first is through the entrance on Royal College Street which leads into the office and welfare area. This entrance is reserved exclusively for use by Jacuna Members, their staff and Jacuna employees who use public transport to travel to and from the Site. Use of this entrance by ODP Riders, or for deliveries and servicing, will not be permitted. Please see point 2 for how this is enforced and monitored.

2. The second entrance is on Randolph Street, under the rail bridge, which leads into the rear courtyard of all the Arches. This is the entrance that may be used by ODP Riders, or for deliveries and servicing. This is monitored and enforced in the following manner:
 - a. Jacuna Site Managers will monitor the Royal College Street entrance to prevent prohibited access and to redirect those persons to the Randolph Street entrance.
 - b. Signage on the front of the Royal College Street entrance is in place to re-direct those users to the Randolph Street entrance.
 - c. All Members are given the following address (which is to be used by both the ODPs for collections, and for their deliveries): 62 Randolph Street NW1 0SR. This ensures that they go directly to the Randolph Street entrance into the Arches.
 - d. We have provided the ODPs themselves with the coordinates (51°32'30.2"N 0°08'12.7"W) for this entrance.
 - e. See below for greater detail on the roles and responsibilities of the Traffic Marshal who control access to and from the Randolph Street entrance.

Code of Conduct

1. All Jacuna employees, Members, employees and visitors to the Site will be required to comply with this OMDP where applicable and conduct themselves in the following way:
 - they will behave in a professional manner, and treat Site staff, Site neighbours and members of the public with respect. Abusive, threatening or otherwise antisocial behaviour will not be tolerated, and, in appropriate instances, the police will be notified.
 - they will not create unnecessary noise. This should be achieved by:
 - keeping conversations internal and external to the Site to an absolute minimum and speaking at appropriate volumes depending on time of day with an emphasis on lower levels at certain times of the night;
 - no revving of engines unnecessarily and switching off ignitions when vehicles are not in use.
 - waiting in the designated waiting area
 - not congregating in the area directly to the rear of the Arches.
 - they will not drop litter around the Site. All Employees, Members and visitors to the Site will be told to use any of the general waste or recycling bins provided on the Site.
 - 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 which is/shall be clearly signed.
 - 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 provisions of 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, giving priority to their use of the public highway.

2. The above Code of Conduct will be clearly displayed on Site 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.
3. 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

1. 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.
2. Drivers rarely wait for very long. Current ODP data gathered from the operation of 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 primarily to ensure food remains hot at delivery.
3. ODP Rider Collections are managed as follows to minimise noise and disruption to surrounding residents and businesses:
 - a. ODP Riders are 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 told to use that entrance only (as above in Point 2).
 - b. ODP Riders access the Site via Randolph Street, to the rear of the Arches. The Block Plan attached to this document 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 provides sufficient space for ODP Riders to park on Site and to ensure that no rider needs to wait off Site.
 - c. 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 must park in the ODP Rider Parking area and dismount their vehicles, proceeding to the rear archway entrance on foot.
 - d. This will be regulated in the following way:
 - All ODPs will have been informed of the above and will instruct their drivers of the same.
 - Signage has been installed informing the ODP Riders where to park, 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 detail below).

4. 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.
5. An ODP Rider who fails to comply with any Jacuna policy or procedure will receive further training on this OMDP. An ODP Rider who fails to comply 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.
6. If an ODP Rider behaves illegally, Jacuna policy is that the police are contacted immediately, and a report is filed.

Marshals

1. Jacuna will employ two Marshals to cover the time period 06.00 until 00.00, Monday - Sunday.
2. Jacuna has contracted with a third party marshalling agency (Midas Security) for the provision of the Marshals. All Marshals are also fire-marshal trained.
3. 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 - they will be supported in this respect by the on-Site management team who use the office on the side of the Site;
 - 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 any litter;
 - ODP 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. Once this capacity is reached 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 give priority to pedestrians;
 - ODP Riders do not smoke (or vape) on Site;
 - ODP Riders conduct themselves in a professional manner, and not litter or use foul or offensive 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;
4. Regarding deliveries of stock, the marshals 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 and direction where necessary;
 - supplier vehicles that are servicing the Site are no larger than 3.5t in length (with the exception of Biffa's waste management vehicles);
 - 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 will park in the communal loading bays providing assistance where necessary;
 - supplier deliveries for the Site are made in accordance with this OMDP; and
 - only those authorised to be on Site are given access to the Site.
5. The Marshal will be responsible for ensuring that everyone on-Site complies with all policies and procedures as set out in this OMDP. The Marshal 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.
 6. The Marshal 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 OMDP.
 7. Any complaints about the conduct of the ODP Riders will be emailed to the ODP.
 8. Residents will be advised if they wish to make a complaint direct to one of the ODPs, the can find more information the following links:
 - e. For Uber Eats: <https://help.uber.com/merchants-and-restaurants/article/report-an-uber-eats-safety-incident?nodeId=4d6ee9b8-f2e9-4328-a617-a81c9f5b4a70>

- f. For Deliveroo:
<https://riders.deliveroo.co.uk/en/support/safety/how-do-i-report-a-safety-concern>
- g. For Just Eat: <https://courier-help.just-eat.co.uk/hc/en-gb/articles/360017988337-Reporting-an-Incident>

Deliveries and Servicing Arrangements

Number, Type and Timing of Deliveries

1. 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.
2. The objective of the proposed servicing arrangements outlined in this OMDP 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.
3. Supplier deliveries will only be permitted during the hours of 8:00 to 16:00 Monday to Saturday to reduce conflicts between deliveries and ODP Rider deliveries. Supplier deliveries will not be permitted on a Sunday or Bank Holiday.
4. The number and timing of the supplier deliveries expected to be made to the Site during a 'typical' trading week are set out below. There will be on average 10 – 11 deliveries per day the vast majority of which will take place using transit or similar sized vehicles; typically, 5 - 6 deliveries are expected in the morning between 8am and midday, with a further 5 deliveries taking place during the afternoon

Time	Average Number	Vehicle Type	Duration on Site
08.00 – 12.00	5-6	Transit Vans	10 – 15 mins
12.00 – 16.00	5	Transit Vans	10 – 15 mins

Size Restriction – Supplier Deliveries

5. 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

6. To minimise the potential 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.

7. 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.
8. 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 vehicle mirrors, while watching the driver's blind spot and ensuring the area is safe for pedestrians.
9. Delivery drivers will be asked to turn off the audible reversing alarm, where safe and possible.
10. Engines will be turned off when the vehicle is stationary.

Conflicting Deliveries

11. 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, so the entrance is not blocked. The second will then be directed to the adjacent spot etc.

Failure to Comply

12. 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.
13. If the supplier continues to disregard the on-site policies and procedures as outlined in this OMDP, they will be refused access to the Site and the Jacuna Member will be instructed to find an alternative supplier.

Access and Parking

Parking

1. Jacuna Members are not permitted to park anywhere on-site using motor vehicles.
2. The parking spaces are to be used only for:
 - ODP Riders (in the allocated spaces)
 - Delivery vehicles (as above)
3. 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.

Access for Jacuna Members

4. Jacuna Members access the Site through the Arches.
5. 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 Management Strategy

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

Refuse and Recycling

2. 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.
3. Refuse collection is managed by Biffa. Refuse collection vehicles access the site via Randolph Street. There are currently a total of 15 bins broken down and collected as follows:
 - h. 6 x 1100L General Waste - Emptied Monday, Wednesday, Friday
 - i. 6 x 1100L Dry mixed recycling - Emptied Monday, Wednesday, Friday
 - j. 3 x 240L Organic Food Waste - Emptied Wednesdays
4. 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.
5. 15 Bins total - all with Biffa:

Food Waste

6. 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

7. 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 OMDP.

Noise Mitigation

- 1 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 in the outside area.
 - Vehicle engines and refrigerator units are to be turned off when the vehicle is stationary;
 - Supplier deliveries to the Site are only permitted during day-time hours, and are not permitted on a Sunday and/or Bank Holiday.
 - 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; and
 - 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

- 1 CCTV cameras are positioned on the 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.
- 2 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.
- 3 The Jacuna marshal will be responsible for ensuring the Site is secure at the end of each day (no later than midnight), 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

- 1 The kitchen areas are extracted through a ventilation system which discharges through stainless steels flues on the courtyard side of the building.
- 2 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

1. 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.
2. All bag filters are monitored and inspected daily by site management.
3. 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.
4. The following frequency of maintenance actions is undertaken at the Site:
 - Meshed 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.

Site Management

1. Jacuna's Site Management Team comprises :

One Operations Director (based in Jacuna's Head Office at 293 Old Street, London EC1V 9LA)

One Operations Manager (also based in Jacuna's Head Office)

Two Site Managers (based at the Site).

2. In addition to the responsibilities set out in this document, the Site Management Team fulfil the following functions in relation to the Site:

- Induct Jacuna Members in relation to this OMDP, the Code of Conduct, Fire Awareness, Healthy and Safety and the rules and regulations governing their use of the space.
- Undertake daily inspections and compliance checks of the Site.
- The tracking of issues and resolving of all Site-related issues.
- First point of contact for on-Site emergencies.
- Fire Marshal duties.

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Contact and complaints policy

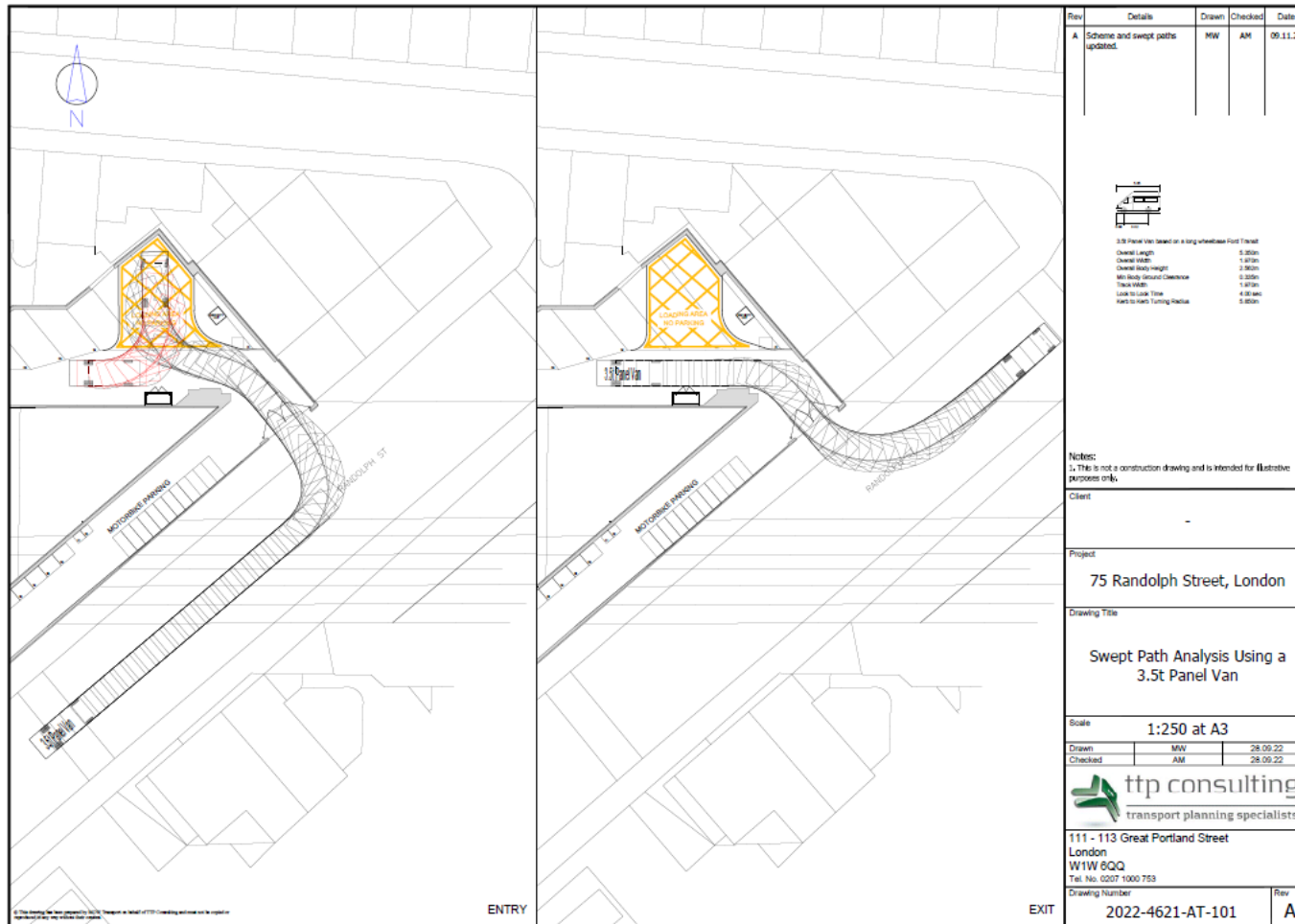
1. Jacuna is committed to maintaining an excellent relationship with its neighbours and the local Council. The following email address may be used to notify us of any concerns and/or suggestions: contact@jacuna.co.uk. (allowing 48 hours for a response).
2. Our on-site management team is also available during opening hours to help with any questions/queries/complaints that interested parties may have.
3. A record will be kept of all complaints, including the date, time, name, cause and action taken

Community Working Group

1. Jacuna will engage with members of the local community with a view to addressing any general concerns about the operation of the Site.,
2. Jacuna will set up a Community Working Group open to anyone residing at the following addresses:
 - k. 166 to 178 Royal College Street
 - l. 24 to 39 Randolph Street
 - m. 21 to 40 Rousden Street
3. Jacuna will:
 - a. Arrange meetings to be held on the second Thursday of every month via Zoom,
 - b. for residents of the above addresses to meet the Jacuna team by prior notification that they would like to attend i.e by email to the addresses below no later than 48 hours before the relevant meeting. A Jacuna team member will then circulate the relevant Zoom invitation.
 - c. respond to all requests sent to both:
 - i. Cat Ellis, Operations Director at cat@jacuna.co.uk.
 - ii Alba Rodriguez Castanon at alba@jacuna.co.uk.

4. Anyone who does not live at the above addresses who would like to attend a meeting of the Community Working Group, can send an email to the contacts above explaining their concern and involvement with the Site.
5. Jacuna will advise that for concerns not relating to the Community Working Group, emails should be sent to contact@jacuna.co.uk (allowing 48 hours for a response).

ANNEX A - Delivery Turning Zone



ANNEX B – Block Plan

