

TBC.London
Operational Management Plan
(D1, D2, A1, A2, and A3 uses)

TBC.LONDON



1. Introduction	4
2. Building Operational Management Plan	5
A1, A2, and A3 uses	5
3. Traders and staff	5
4. Location and space description	5
5. Offering	6
6. General Principles	7
7. Opening hours and capacity	7
8. Advertising and signage	8
9. Christmas Hours	10
10. Health and Safety	10
11. Waste management principles, processes, and collections	10
12. Cleaning	13
13. Deliveries	14
14. Food collection for off-site deliveries	16
15. Security	17
16. CCTV	18
17. Smoking	18
18. Footfall and people management	18
19. Dispersal policy	19
20. Guest Conduct	20
21. Pollution	21
22. Carbon	21
23. Events	21

24. Noise management	22
25. Maintenance / facilities	23
D1 and D2 Uses	23
26. D1 and D2 Uses – General	23
27. Booking and Management of D1 and D2 spaces	24
28. Waste management principles, processes, and collections for D1 and D2 spaces	25
29. Cleaning of D1 and D2 spaces	25
30. Deliveries to D1 and D2 spaces	25
31. Noise controls for D1 and D2 spaces	25
32. Security for D1 and D2 spaces	25
33. Dispersal from D1 and D2 spaces	26

1. Introduction

- 1.1. At TBC.London (previously known as 224 – 226 Tower Bridge Road), we are committed to being a good neighbour; we want to have a positive impact on the local neighbourhood and enhance the experience of people in the area. We've examined ways in which we can help outside the four walls of TBC.London. Whether it be our commitment to sustainability or community engagement via our Urban Village Hall, respecting the heritage of the local area through our choice of architecture or the initiatives we wish to roll out to minimise vehicle movements, not just to our building but to the local area as a whole, we hope that we will leave a lasting and positive impression.
- 1.2. This Operational Management Plan has been prepared in line with condition 9, pursuant to planning permission 19/AP/1975 for the site. This document contains important information regarding the location, design, and operation of the retail space at TBC.London, with focus on policies and procedures that minimise the impact that the retail occupier will have on the area immediately surrounding TBC.London, bearing in mind the residential nature of the immediate surrounding area to the East, and the potential impact on amenity caused by noise and dispersal. The document sets out the rules that the retail occupier must follow in terms of key aspects of its operation including delivery management, refuse collection, operating hours, and measures to control noise and disturbance within the neighbourhood. It also sets out the commitments the retail occupier is required to make in terms of sound reduction measures, security, cleaning and waste.
- 1.3. Whilst the main focus of this document will be on the operational management of the A1, A2, and A3 uses there will also be a section dedicated to the D1 and D2 uses which will be accommodated by the Urban Village Hall. It is noted that these use classes have changed since the grant of planning permission in May 2020, with the approved uses now sitting within Classes E and F respectively. Nevertheless, for the benefit of compliance with planning condition 9, the use classes as set out in the permission are referenced within this document.
- 1.4. As part of the drafting process FORE Partnership engaged in consultation with local residents and businesses via the Community Liaison Group, Team London Bridge and Southwark Council. The consultation period ran from 13 July 2023 to 12 September 2023 and was formed of a combination of 3 online meetings, an in-person meeting and accompanying email correspondence throughout the 2 month period.
- 1.5. This document is drafted by the landlord to set out the operational standards required at TBC.London with respect to the D1, D2, A1, A2, and A3 spaces under the terms of planning condition 9 of the planning permission for the site. It is intended for use by the retail occupier and their traders to inform their operation of the space, and place binding commitments on the occupier, as well as us as landlord. It will also detail the servicing of the Urban Village Hall, required standards of use and booking of that space.

- 1.6. The landlord will review this Operational Management Plan annually with the retail operator, in the spirit of ever improving sustainability ratings and continuous improvement, and will reissue this document when updated.

2. Building Operational Management Plan

This Operational Management Plan is specific to the retail and community space as set forth below. There is a Building Operational Management Plan which covers the whole of the property, and this Operational Plan and the policies set forth below must be read in conjunction with the building-level plan. If there are any confusing or conflicting policies, please bring these to the attention of the Building Management Team.

The Building Management team will coordinate regular meetings with local stakeholders to discuss and review the operation of the retail operation. These will include the retail operator and the Landlord as appropriate and will be at least 6 monthly with greater frequency as required. More frequent communications will be made via email or other communications.

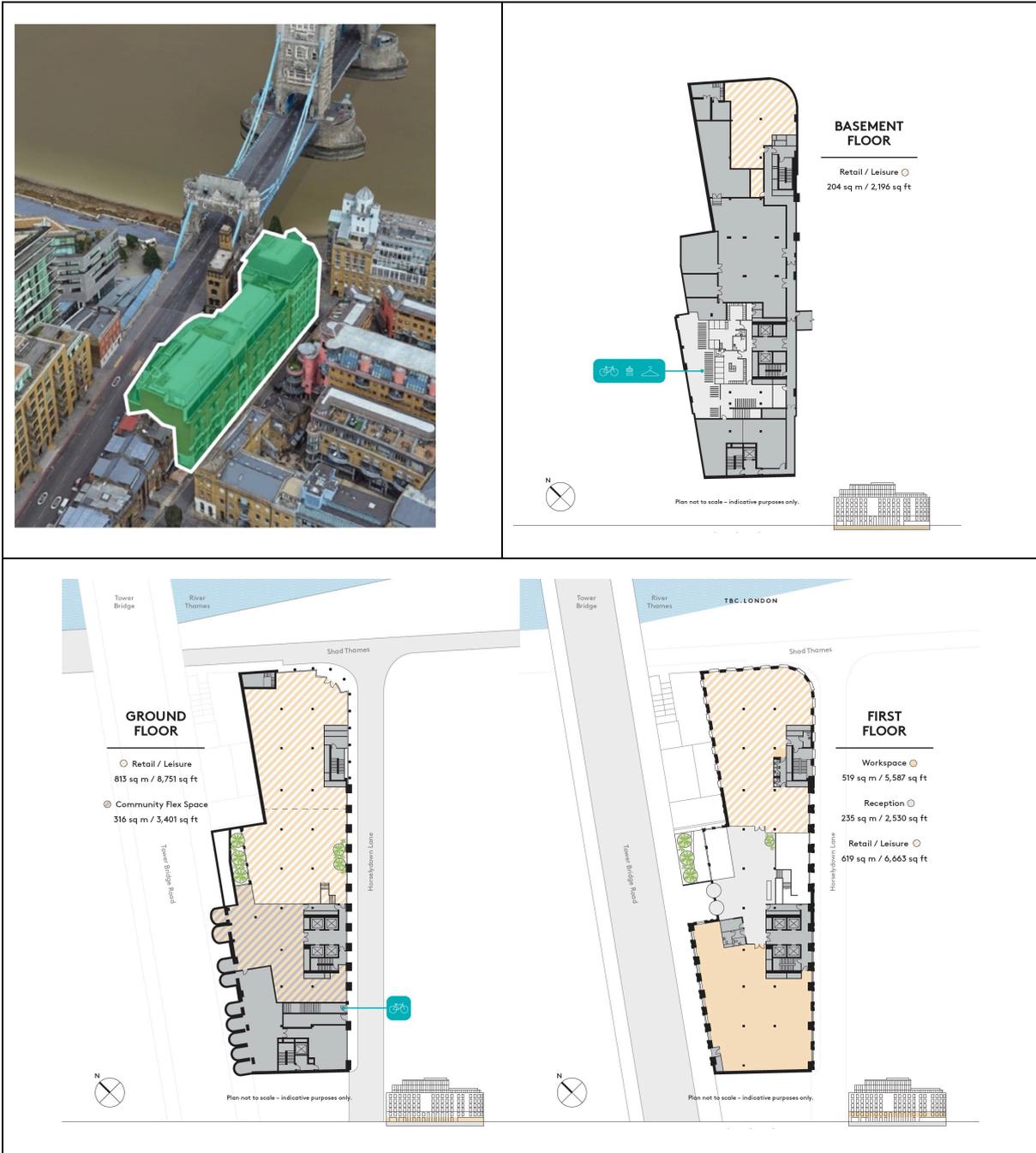
A1, A2, and A3 uses

3. Traders and staff

It is the retail operator's responsibility to ensure that this Operational Management Plan and the overall Building Operational Management Plan is adhered to by its staff, and by the traders and their staff. Suitable training for new staff must be provided, and regular re-training must be implemented around these policies at least every six months. The retail operator has overall responsibility for the behaviours of their staff and traders.

4. Location and space description

- 4.1. This section of the Operational Management Plan covers the area on the ground floor (as it relates to Horsleydown Lane), part first floor (onto Tower Bridge Road), and part basement. The area totals 17,600 sq ft and is shown on the floor plans below in light yellow hatch marks.
- 4.2. Entry and exit to the space will be via a door located at the northeast corner of the ground floor, at the intersection of Shad Thames and Horsleydown Lane. There is no entrance to the retail space from Tower Bridge Road, or further south along Horsleydown Lane. It is anticipated that all deliveries for this space will use the delivery bay (further details in section 13 below).



5. Offering

Our intention is to work with a highly experienced operator to deliver a new, premium food hall concept consisting of up to eight micro kitchens. These kitchens will be operated by independent traders offering a variety of different dining experiences and cuisines throughout the day and evening. Although the space will be food-led, focused on creating a premium street food dining experience, it is anticipated that the premises will also be licensed to sell alcohol and is aimed at a core, but not exclusive, 21- to 45-year-old demographic.

It is intended that the operation will be open for breakfast, lunch, and dinner service.

6. General Principles

- 6.1. It must be remembered at all times that TBC.London is located in an area of diverse occupiers with significant numbers of retail premises, local businesses, a variety of food and beverage operators and a strong community of local residential occupiers. It is also next to a world heritage location, an area of significant importance to London, a major tourist destination, and is a location with particularly focused policing and security operations. The Operator shall take a proactive approach to resolve potential issues before a problem arises and be proud of the role they play in the wider community and environment. It is essential that retail space is operated and managed in such a way that reflects these unique aspects of the location and that the retail operator shall take all precautions to minimise noise and nuisance in the area.
- 6.2. As such, in operating the retail space it is imperative to consider:
- (i) Horsleydown Lane is the fire access route for Courage Yard and Shad Thames beyond. Deliveries and collections that block this route are prohibited.
 - (ii) All deliveries and collections utilising the Loading Bay must be managed through the booking system operated by the Building Management team, further details of which are included later in this document. Any delivery not booked through this system is liable to be rejected by the Building Management team.
 - (iii) The retail operator shall actively prioritise the use of delivery and collection services that utilise non-polluting, quieter forms of transport such as cargo bikes, e-bikes, and other EVs.
 - (iv) Consideration should be given to the location of taxi pick up and collection points that ensures minimal additional vehicle movements to the building with staff required to ensure that noise from idling vehicles is prevented by enforcing a 'no idling' zone in Horsleydown Lane.
 - (v) The retail operator must manage the flow of customers to and from the retail space in such a way to minimise noise at all times but especially so after 19:00.
 - (vi) Pro-active management arrangements and actions will be implemented to monitor and control noise nuisance from customers, deliveries, and services both internally and externally, with particular emphasis on the period from 2200 to midnight.

7. Opening hours and capacity

- 7.1. The opening hours of the retail space will be from 08:00 to 23:00 every day, subject to any variation which will be agreed with the landlord.
- 7.2. Last entry to the retail operation will be 22:30 with no access granted after this time. Further details can be found in section 19 below.

- 7.3. Last orders must be made at 22:30 with a 30-minute consumption period. The retail operator will close the premises at 23:00 and all guests will have left the premises by 23:30 latest.
- 7.4. In order to minimise noise from guests leaving the property, guests will be directed to exit via Shad Thames, moving in a westerly direction under Tower Bridge Road or up the stairs leading from Shad Thames to Tower Bridge Road. Staff will be posted at the exits during the close down period to remind guests to keep noise to a minimum and ensure guests do not gather or linger outside the building after the operation closes. At other times, but particularly after 19:00 staff will be expected to be vigilant for any guests leaving in such a way that may cause a disturbance or be anti-social.
- 7.5. Signage at each exit will also remind guests to minimise noise disturbance outside the venue.
- 7.6. Maximum capacity seated shall be 418 customers, and occupancy shall be monitored by the retail operator at all times via a count-in-count-out system. Records will be kept by the retail operator and made available to the Landlord upon request.

Day	Opening hours (for some traders)	Core operating hours (all traders operating)
Monday	08:00 – 23:00	11:30 – 20:00
Tuesday	08:00 – 23:00	11:30 – 20:00
Wednesday	08:00 – 23:00	11:30 – 20:00
Thursday	08:00 – 23:00	11:30 – 20:00
Friday	08:00 – 23:00	11:30 – 20:00
Saturday	08:00 – 23:00	11:30 – 20:00
Sunday	08:00 – 23:00	11:30 – 20:00

8. Advertising and signage

- 8.1. The retail operator will adhere to the terms of their lease when displaying advertising and other promotional materials and media and will only display these in the signage zones shown below.
- 8.2. Northern elevation fronting Shad Thames:



8.3. Eastern elevation fronting Horsleydown Lane:



8.4. The blue zone denotes where the operator’s own signage may be displayed subject to the landlord’s prior approval. The red zones show the locations where promotional material may be displayed but these are subject to pre-agreed brand guidelines as detailed in the operator’s lease.

8.5. There is to be no advertising external to the premises, specifically the use of ‘A-boards’ outside the premises will be prohibited unless specific permissions have been obtained in line with the policies governing Shad Thames’ designation as a Conservation Area.

8.6. There will be no flashing lights, and all lights must be switched off after 23.00.

8.7. Advertising needs to be consistent with the area’s heritage and status as a Conservation Area and the relevant permissions will be sought by the operator where Advertisement Consent is required. Back-lit advertising boxes or flashing neon signs are not to be used.

9. Christmas Hours

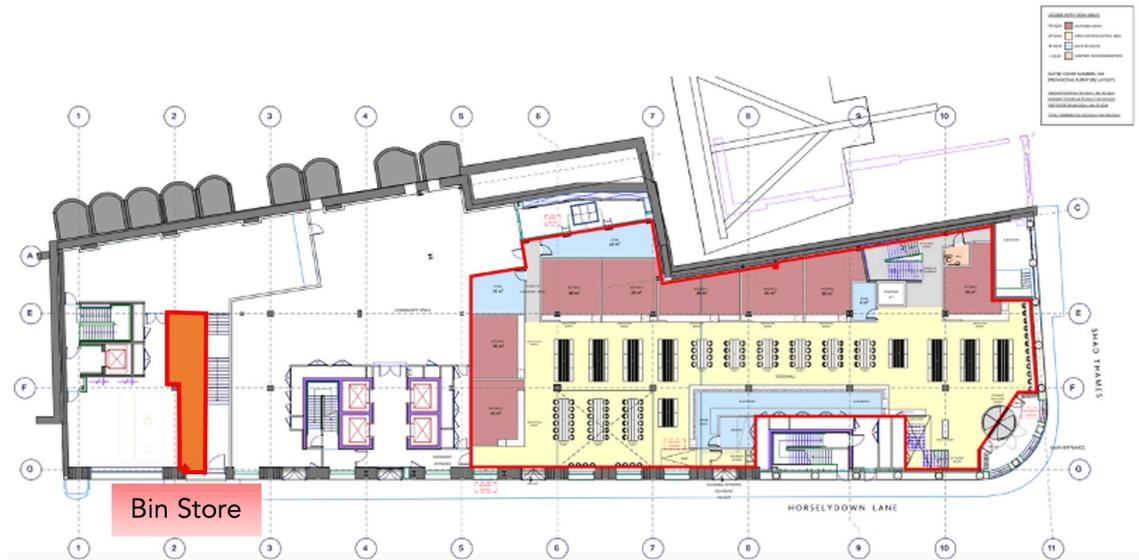
There may be a requirement for a variation to opening hours during the Christmas and New Year period. These will be confirmed during November of each year and communicated to the Building Manager to ensure that local stakeholders are kept informed. The unit will be closed on Christmas Day.

10. Health and Safety

- 10.1. The Health and Safety of all guests and staff of the retail operator is of paramount importance.
- 10.2. All staff on site, whether directly or indirectly employed by the retail operator or by their traders, will be expected to be trained in the relevant health and safety procedures and behaviours.
- 10.3. The retail operator will ensure that they and their traders produce their own fire risk assessments and emergency plans which align with any overarching strategy in the Building Operational Management Plan. All staff must comply with fire and evacuation procedures.
- 10.4. The retail operator will be expected to undertake full practice evacuation every 6 months and will ensure that the dates of those practice evacuations and any designated assembly points are agreed with the Building Manager.

11. Waste management principles, processes, and collections

- 11.1. TBC.London will operate a 100% diversion from landfill waste strategy.
- 11.2. Generally, the landlord is responsible for waste from the office use of the building, and the retail operator will make its own arrangements for its demise. However, the landlord will be responsible for ensuring that the retail operator (as with all tenants) follow the building waste management policies. The retail operator will cooperate with the Landlord to coordinate the use of the same operator in order to consolidate the waste collection vehicle movements.
- 11.3. All waste must be moved inside the building from the food outlets to the bin rooms, it may not be moved along Horselydown Lane.
- 11.4. The retail operator will have access to the equivalent of ten 1100 litre waste bins. The bins will be of sufficient capacity to ensure that there is no requirement for bags to be placed on pavements for collection. These bins will be located in the bin store room along with the other bins for the rest of the building. The bins associated with the retail use will be clearly marked.
- 11.5. The bin store room is identified on the plan below:



- 11.6. No rubbish to be kept anywhere else other than in the bin store area. The bin store floor is to be washed down twice daily for spillages and to prevent vermin.
- 11.7. Traders operating within the retail space will be responsible for transporting all waste to the bin store room.
- 11.8. The Building Management team will be required as part of the procurement process to consider means by which the frequency of waste collections can be driven down by using suppliers who prioritise waste packaging reduction. In the event that the landlord and the operator are unable to implement consolidation of waste collection services, the retail operator will be required to adopt these same principles in selecting their supply chain partners for their operation. Any tender process for waste contractors must involve criteria that promotes the use of cargo bikes and other non-polluting forms of transport.
- 11.9. In addition, as part of the overarching Building Management strategy, TBC.London will implement consolidated waste collection, partnering with neighbouring businesses to mitigate the number of waste collection vehicle movements within the vicinity.
- 11.10. Waste is to be split into the following waste streams:
 - (i) Dry mixed recycled waste to include plastic packaging, paper, card, metal cans
 - (ii) Glass
 - (iii) Food waste
 - (iv) General waste for all other materials with the exception of cooking fats and oils which will be collected and stored before specialist removal (see below)
 - (v) All wet waste will be composted.
- 11.11. TBC.London will partner with local food poverty charities to ensure that suitable excess food from both office and retail areas is kept to a minimum by donating to those in need and the landlord requires the full support of the retail operator in implementing this

program. For unavoidable food waste there will be a collection every 2 to 3 days in order to mitigate smells and ensure that there is no encouragement given to vermin.

11.12. The retail staff and all traders must be trained in waste management to ensure compliance with the above principles.

11.13. As the bin store area is of limited size it is essential that all staff and traders involved with the operation of the retail space comply with the following rules and principles:

- (i) Cardboard must be flat packed into the dry mixed recycle bins
- (ii) Traders must arrange suitable means to transfer waste from their units to the bins
- (iii) Traders' waste must be transferred in sealed plastic wheelie bins to prevent spillages in the main areas
- (iv) Safe transfer of glass from kitchens or from permitted units to the waste area and glass bins needs to be considered
- (v) Only clear bin bags are permitted for use onsite and black bin bags are not to be disposed of in the retail bins under any circumstances
- (vi) Traders must dispose of all waste and not leave waste in the communal areas

11.14. Unless exceptional circumstances intervene, all waste should be moved inside the building where possible. There is to be an absolute prohibition on waste being moved outside the site between the hours of 23:00 and 07:00 with a preference for no external waste movement between the hours of 23:00 and 08:00. Specifically, no waste glass (bottling out) will be moved outside the building during this period. Any activity of this nature will be strictly monitored by the night security and any instances in breach of this will be reported both to the Building Management team and the landlord.

11.15. **General waste.** Frequency and timing of waste collections will be driven by waste outputs from not only the A1, A2, A3, D1 and D2 uses but also the office tenants. There will be a need to coordinate the collection of waste generated by all building occupiers to create efficiencies and minimise unnecessary vehicle movements. At present it is anticipated that there will be a need for an initial 3 waste collections per week which will need to take place within the specified delivery hours as detailed in 13.1 below. Once the building becomes more substantially occupied these arrangements will need to be revisited. Different waste streams will be subject to differing collection frequencies.

11.16. **Guest waste.** In addition to waste from its traders, there will be waste from customers of the retail operation. Such guest waste is to be treated as per the above procedures.

The retail operator is responsible for the transfer of waste from the common area bins and toilets to the internal waste area. The process for waste in the common space is as follows:

- Guests will be reminded to put waste in the general waste bins in the communal areas of the site.

- The retail operator's cleaners will be responsible for replacing these bins with clean bins throughout the day.

External areas along Horsleydown Lane and Shad Thames will be patrolled regularly for rubbish, at least every hour and increased where required should footfall be increased to maintain a NI195 Grade B street grading standard (defined as "predominately free from litter and detritus except for some light scattering") at all times.

- 11.17. **Oils/cooking fat.** The retail operator will provide oil / cooking fat bins for the transfer of this waste stream. All oil and cooking fat waste is to be collected by one contractor to promote greater control over this element of the waste stream as well as consolidate the number of collections. The transfer of oils from a traders' unit to the waste area must be made in a lockable container. It is essential that staff are trained and informed that oils are not permitted for transfer off site in any other way. This is to ensure there are no spillages of these liquids in any area of the site.

Oils, fats, and foods are not permitted to be transferred down sinks or into internal drainage. Each trader is required to follow their risk assessment regarding oils and fat. Grease traps and dosing systems must be installed on all kitchen waste drainage and adequately maintained by the trader and chemicals kept to the correct levels at all times.

- 11.18. The days on which the contractor collects used oils will be subject to demand and as with all other waste streams, those collections shall take place during the specified delivery hours as laid out under 13.1 below

12. Cleaning

12.1. General

The retail operator must follow good housekeeping principles and ensure that its traders do so as well.

The retail operator will employ their own cleaning contractor to maintain the cleanliness of the unit and the immediate external vicinity. A schedule of works includes the following:

- (i) Removal of waste from the common demise
- (ii) Cleaning of tables and floors
- (iii) Window cleaning of common areas
- (iv) Cleaning of toilets and hourly inspections
- (v) On street cleaning around the perimeter conducted during opening hours at hourly intervals and increased where required should footfall be increased to maintain a NI195 Grade B street grading standard (defined as 'predominately free from litter and detritus except for some light scattering') at all times.
- (vi) On street litter and cleaning patrol to remove all litter to occur at the end of the evening
- (vii) Night cleaning including scrubber drying will be out of the operating hours.

- (viii) Routine external cleaning will take place between 09:00 and 18:00 with routine external jet washing and scrubber drying only permitted between the hours of 09:00 and 12:00. Only exceptional cleaning will be permitted to take place outside these times.

12.2. Litter bins

Regular patrols of the perimeter of the site will ensure any cigarette butts not disposed of in the appropriate bins will be swept up by the cleaning team in a timely manner.

12.3. Flyposting and graffiti

The development and public realm areas defined above to be maintained to a NI 195 Grade A Street Grading Standard (no graffiti/flyposting). All reported graffiti and flyposting will be removed within 24hours.

13. Deliveries

13.1. General

In line with the planning conditions relating to vehicular movements to site, the retail operator will have access to the delivery bay for up to 15 deliveries a day using 20-minute delivery windows a day (peak delivery schedule). Cargo bike deliveries will sit outside of this number and as such should be prioritised by the retail operator. Delivery solutions are to be sought that encourage companies consolidate their deliveries internally.

All deliveries are to be scheduled with Building Manager via the booking system. A limited number of staff will be able to register deliveries to the booking system. Traders must ensure that their deliveries are scheduled via the relevant staff members with booking rights. There will be a list made available to traders of which staff members to contact to book deliveries. Details required at the time of requesting a booking will include:

- Information relating to dimensions, weight or contents
- Name / names of recipients
- Preferred time slot
- Time critical delivery Y/N

When booking a delivery slot traders must be made aware that their preferred time slot may not be possible subject to the requirements of the consolidated delivery system however priority will be given to those deliveries that are considered to be time critical.

All deliveries must be made using the loading bay. Deliveries will not be permitted on the street. The delivery bay is located on Horselydown Lane as shown in orange below:



The permitted delivery hours are listed below. However, the retail operator and its traders will be advised to seek to avoid the peak morning and evening periods when making deliveries and collections (i.e., avoiding 07:00 to 10:00 and 16:00 to 19:00 and targeting 10:00 to 15:00 and 19:00 to 20:00)

Day	Permitted delivery hours	Anticipated number of deliveries [To be confirmed]
Monday	08:00 – 20:00	
Tuesday	08:00 – 20:00	
Wednesday	08:00 – 20:00	
Thursday	08:00 – 20:00	
Friday	08:00 – 20:00	
Saturday	10:00 – 18:00	
Sunday	10:00 – 18:00	

There will be strict rules applied to these deliveries including:

- Pre-booked deliveries only, managed through a booking system with vehicle details, restricted to 20-minute slots
- Deliveries not scheduled with the Building Manager will not be permitted access into the TBC.London delivery bay

- In line with Southwark Council's anti-engine idling enforcement policy, vehicle idling will not be permitted and agreed delivery schedules will be strictly adhered to
- Vehicle size details will form part of the booking process so any vehicle that cannot fit into the Loading Bay will be rejected – unloading onto the street will not be permitted
- The Building Manager has the power to approve or reject bookings if the delivery time slot is unrealistic, or the vehicle size hasn't been properly considered
- Some un-booked deliveries will be permitted but only by exception and at the Building Manager's discretion
- Deliveries will be taken straight to the retail unit using the goods lift and internal corridors

Once deliveries have been received and the delivery vehicle has left site the property, the retail operator must ensure that the delivery bay roller shutter door is closed

13.2. Consolidated deliveries

In order to minimise disruption to local residents and reduce the environmental impact of additional deliveries, the retail operator and its traders will be required to utilise TBC.London's consolidated delivery system. This system works by having all non-urgent deliveries delivered to an off-site location and held there until they can be consolidated into a larger delivery load, thereby reducing the number of vehicle movements to the building. The Building Manager and the retail operator will ensure that all traders will be made aware of how to book deliveries utilising this service. We are currently researching the best partners to help implement this consolidated delivery service and further details will be provided.

Additional servicing restrictions may be in place from time to time. The retail operator will be notified of these additional restrictions with as much reasonable notice as can be provided.

14. Food collection for off-site deliveries

14.1. Whilst we anticipate sales of take away food will remain ancillary to the primary on-site sales service, traders will be permitted to sell take away food via approved delivery partners.

14.2. To minimise the impact of collection drivers arriving / departing the site, both in terms of disturbance to neighbours and potential disruption of the smooth running of the operation and the building, the following procedures must be followed:

- The retail operator will have a nominated food pick up loading bay situated in Horsleydown Lane [exact location tbc as we examine the feasibility of using the loading bay safely]

- All delivery drivers will be requested to leave their vehicles in this location and walk to the pick-up point only when the food is ready for pick up
- There will be a dedicated food pick up location for delivery drivers to accept the orders, in order to both minimise the time taken waiting externally and reduce the amount of delivery / collection riders gathered in Horsleydown Lane
- As previously advised, the retail operator should seek to prioritise using pedal powered delivery vehicles in the first instance and as an alternative, electric scooters for these sorts of deliveries and collections
- The retail operator will work in conjunction with the management team at Courage Yard to understand how best to control the use of the Courage Yard area as a focal point for people wishing to consume food off-site

14.3. Estimated frequency for food delivery collection has yet to be determined but will sit within the constraints of the number of daily vehicle movements permitted by the planning consent.

15. Security

- 15.1. As with the rest of the TBC.London building, the retail operator must operate with 24-hour security, with night security guards undertaking at least hourly site patrols. Out of hours patrols shall include checks of all doors, ensuring all are double bolted closed at the top and bottom locks. External exit doors for the common demise will also be locked and are operated on a key fob system. The retail operator's security contractor has yet to be confirmed but on instruction and prior to the commencement of trading they will be required to liaise closely with the Building Management team to ensure effective coverage of the site.
- 15.2. Marshalls and security must be employed to manage compliance with this Management Plan and to maintain a safe and quiet environment. Marshalls and security guards are to patrol and monitor the area. They must ensure no engines idling, no noisy takeaway vehicles, especially scooters, and move customers on from predominately residential areas.
- 15.3. All security, cleaning and site management personnel will be contactable by radio communication to respond to any site security issues identified during trading periods.

Security protocols must include:

- Routine patrols
- Welcoming of guests
- Recording numbers of guests inside the premises, and restricting further entrance if capacity has been reached

- Hourly toilets and fire exit checks
- Access control to site (24hrs)
- CCTV monitoring, including regular monitoring of toilet entry/exit
- Deterring anti-social behaviour
- Management of egress and dispersal of retail operation at close down periods away from Horsleydown Lane and Shad Thames
- Reminding guests to leave quietly

15.4. This final point is essential. Noise is amplified by the local architecture and streetscape therefore security and management teams should be especially conscious that guests' behaviour on exiting the premises is not allowed to cause undue noise or disturbance.

15.5. The retail operator's security operation will be expected to work in conjunction with the landlord's security to ensure full coverage of the site. Staffing levels must be sufficient to ensure that peak hours see the appropriate security cover employed to effectively manage security internally and externally.

16. CCTV

16.1. The retail operator will be required to provide 24 hour recorded and live CCTV of the all entrances serving their demise, internal corridors and service areas within their demise, the internal front of house guest spaces and relevant external areas. This will be monitored by security throughout the day to prevent / respond to anti-social activity, and security / management teams will be supplied with communication devices to be in direct and instant contact with the CCTV security monitor. All CCTV recordings to be made available to the police upon request and the storage and management of footage to be in line with standard and current GDPR requirements

16.2. The retail operator may also require that the individual traders provide CCTV in their own areas to meet licensing or other regulations.

17. Smoking

There is no smoking or vaping permitted within 40 feet of the building. Anyone wishing to smoke or vape should be directed to at least 40 feet away to the western edge of the premises (towards Tower Bridge, not along Shad Thames/Horsleydown Lane).

18. Footfall and people management

18.1. Entry and exit

The principal entry to the site is the entrance situated on the corner of Shad Thames and Horsleydown Lane. This will be the main route of access and egress for the space. A secondary DDA compliant entrance (where possible this should only be used by disabled

guests) is further south on Horsleydown Lane. There is no direct access to the space from Tower Bridge Road.

It is possible that there will be queues for entry at certain times, and in the event that that queues do form, they must be managed by the retail operator's team in an orderly manner. Any queues must be arranged leading west along Shad Thames towards Tower Bridge. This is an essential part of the operation of the space and will be regularly reviewed.

On joining the queue guests will need to be informed of the retail operator's policy towards noise levels and expected behaviours whilst waiting, entering, and exiting the premises. Staff must be trained to handle queues efficiently and courteously with guests waiting in this area handled in a calm and respectful manner. There should be no smoking or vaping in the queue.

In conjunction with the Building Management team the retail operator will engage with the local community to understand and address any concerns regarding noise or queue management. If it becomes apparent that guests are required to queue frequently, the queues are regularly longer than a specific length (max length to be confirmed) or the feedback from local engagement suggests changes are needed then consideration should be given to implementing a virtual queueing system.

19. Dispersal policy

- 19.1. The retail operator is committed to the safe, orderly, quiet, and effective dispersal of all patrons. The following principles are to be applied equally in the immediate areas close to the building on Shad Thames, Horsleydown Lane and Tower Bridge Road
- 19.2. The dispersal procedure (at all times, but especially around closing times) must move guests from the venue and its immediate area in such a way as to cause minimum disturbance or nuisance and to make the minimum impact upon the neighbourhood in relation to noise, nuisance, anti-social behaviour, and crime.
- 19.3. The following control measures must be observed:
 - Approximately half an hour before the end of trading, badged security staff shall become proactive in encouraging dispersal outside the venue. This will usually be the responsibility of security staff at the main entrance. Security will ensure that guests stay for no longer than is necessary outside the premises. This dispersal will include politely requesting that those guests who have attempted entry after 22:30 disperse from the area.
 - Approximately half an hour before the end of trading, the managers shall gradually introduce a more relaxed style of music, which shall not be cut abruptly but continue at a background level whilst guests wind down at their own pace. The

lighting shall gradually be increased, and announcements shall be made via PA system regarding quiet and swift dispersal and of the presence of CCTV systems monitoring the internal and external areas.

- Security shall not overly encourage the guests out of the building but shall maintain a watchful presence whilst the crowd naturally disperses.
- As the space clears of guests, all security staff shall proceed outside in high visibility jackets where, under the direction of the duty manager, they shall assist in politely encouraging people to vacate the area. The high visibility clothing adds to 'capable guardianship' within the public space highlighting them as authority figures controlling our private premises.
- All security shall remain outside for up to 30 minutes after closure or until (at the duty manager's discretion) all guests have sufficiently dispersed.
- All security staff and managers shall be proactive in advising guests to vacate the local area quietly and with respect for others. It is to be made clear that any transgressors will not be welcome back in future. Clear signage to the above effect shall be on permanent display at the exit areas. This message is to be reinforced by PA announcements during the last hour of trading.
- When guests have dispersed, staff outside the premises will check the immediate vicinity to ensure that no rubbish is left lying around that might later be used to commit crime or cause a public nuisance.
- Staff will invariably leave the premises later than guests will. Their behaviour also can impact on local disturbance and will therefore be instructed to leave quietly. The retail operator has introduced a training regime to bring every member of staff up to date with the implications of the licensing act 2003 and the need to respect this policy. Staff will thereafter be knowledge checked every 3 months.

19.4. In line with licensing requirements a copy of the written dispersal policy be devised and maintained at the premises. A copy of the written dispersal policy shall be kept at the premises with the premises licence and be made available for inspection to council and / or police officers. All relevant staff shall be trained in the implementation of the dispersal policy.

20. Guest Conduct

The retail operator will publish, maintain, and enforce a stringent code of conduct for guests. This will include:

- Behaviour whilst waiting to enter the premises.
- Unacceptable conduct whilst a guest of the retail operator including but not limited to intoxication, discriminatory behaviour, verbal and physical abuse, and entering into areas reserved for operational staff.
- Noise and disruption.

- Anti-social behaviour.
- Behaviour on leaving the premises.
- Drunkenness, use of drugs on the premises or in the surrounding streets of Shad Thames.

Repeat offenders will be banned from entering the premises.

21. Pollution

- 21.1. All catering extract fans will be run vertically from the retail unit through the building and venting at 7th floor roof level to minimise the impact of catering smells from the kitchens. This high-level discharge of the extracted air is specifically designed to mitigate the impact on neighbouring properties.
- 21.2. Strict monitoring of cleaning and maintenance of the catering extracts and associated ducts will be required as part of the overall strategy to mitigate the impact of cooking smells.
- 21.3. Vehicle movements and an embargo on vehicle idling in Horsleydown Lane are covered elsewhere in this document with the intention being that not only does this minimise the additional associated noise but also unnecessary pollution from non-electric vehicles. Nevertheless, cargo bikes should be prioritised as the ultimate preventative measure.

22. Carbon

- 22.1. TBC London is committed to mitigating its carbon impact through a variety of innovative approaches. By committing to a deep retrofit as opposed to a demolition and re-build TBC.London already has a significantly reduced carbon content but when compared to a typical retrofit it has an embodied carbon content of 265 kg/m² on a GIA basis compared to a typical retrofit of ~600kg/m². TBC.London is allied to the UKGBC definition of Net Zero Carbon from an operational perspective. Their target is 70 kWh/m²/yr for operational carbon whereas TBC.London will operate at 44 kWh/m²/yr.
- 22.2. To maintain this commitment to low carbon intensity operation of TBC.London, the retail operator shall monitor its emissions and work together with the Building Management team to minimise its impact in this area. Additionally supply chains should be monitored and reviewed and local supply chains should be considered, not only to help mitigate the carbon impact of their operation but also to help support the local economy.

23. Events

- 23.1. Part of the retail operator's offering is to create intimate and complimentary music, cultural, and artistic programmes designed to enhance the customer dining experience.

23.2. In addition, they are required to work with the local community to produce creative events at the venue that appeal to local interests. Typical events may include:

- Performance events such as book readings and beat poetry nights.
- Kids table' craft workshops for children.
- Craft workshops such as wreath and flower arranging.
- Film screenings.
- Industry panel sessions with leading figures within the creative industries to offer insight to young people.

23.3. Major cultural events which capture the public imagination will also have an occasional place on the roster of events. The retail operator will need to agree an appropriate notification and management and monitoring process with regard to the events programme to ensure the key partners are fully informed of the relevant event activity in a timely manner.

Details of these events and other activity will be shared with the TBC.London Building Manager by the retail operator's events manager. This information will include a planned schedule of the upcoming month. Key dates will be communicated as soon as possible and the TBC.London Building Management team will share with the relevant local stakeholders.

23.4. Any waste produced or deliveries required to support these events shall be handled as stipulated in the relevant sections of this management plan, with all third parties made aware of the restriction concerning vehicular use of Horsleydown Lane.

24. Noise management

24.1. The TBC.London development team has undertaken detailed acoustic reports which specifically set out the acoustic specification requirements of the boundary wall, door and glazing materials to ensure the building has robust measures to prevent noise propagation. The building specifications specifically set out a threshold noise output of [•] within the venue before any nuisance noise can be heard at neighbouring premises, which is comfortably below the retail operator's anticipated output. Noise limits for the entire venue have been programmed into acoustic management software to provide an equalised sound at the appropriate level to the time of trade such as to avoid noise breakout.

24.2. Nevertheless, specific additional actions will be undertaken to minimise sound propagation, including:

- Ensuring doors and windows are kept closed.
- Additional staffing to manage guest entry/exit to the site and remind guests to keep noise down.

- Working with the TBC.London Building Management team to implement 'no idling' zones for non-electric taxis collecting customers from the retail space.
- Installing sound systems designed to direct sound in such a way to minimise noise break out whilst maintaining a high-quality audio experience in the venue.
- Additional noise dampening items, such as acoustic curtains, being introduced in sensitive areas.

25. Maintenance / facilities

25.1. Façade cleaning

Internal and external windows are to be cleaned daily by the retail operator. High level window cleaning is to be completed monthly by a contractor that is included on the Landlord's Approved Contractor list and external walls are cleaned as required as identified on monthly maintenance inspections.

25.2. Lighting and CCTV standards

Repairs of any CCTV failure are to be completed within 24 hours. All lighting repairs must take place within 48 hours except for emergency lights which will be completed immediately and in any event within 24 hours. All repairs to CCTV and emergency lights must be undertaken by a contractor that is included on the Landlord's Approved Contractor list.

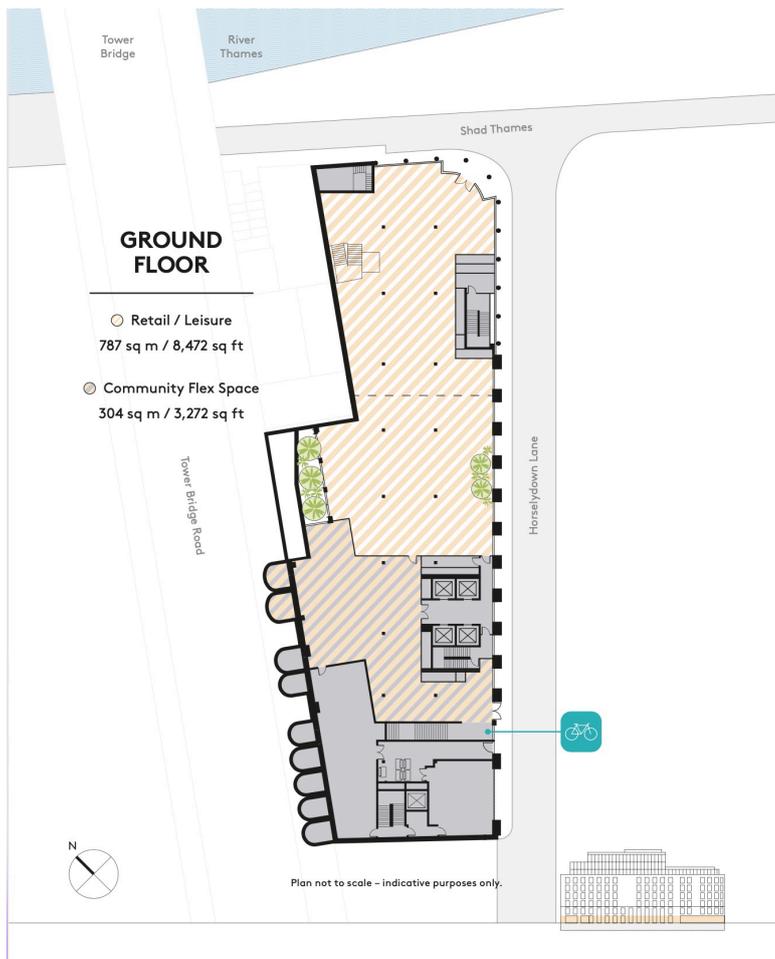
25.3. Drainage

Under no circumstances should waste of any kind be poured in drains outside of the demise of the traders' unit. Traders must dispose of water waste in the waste sinks that are within their units. Traders must not pour cooking oils or fats down their sink drains and refer to the oils/cooking fat procedures above. Grease traps and dosing systems must be adequately maintained by the trader and chemicals kept to the correct levels at all times.

D1 and D2 Uses

26. D1 and D2 Uses – General

- 26.1. This section covers the location, use, booking and servicing of the ground floor space referred to as the Urban Village Hall, marked on the plan below as 'Community Flex Space'.



26.2. The Urban Village Hall (UVH) forms part of TBC.London’s commitment to support local community initiatives and enterprises. 30 hours per week will be made available for local community groups who wish to book and use the space. This use will be free of charge.

26.3. The remaining available time will be offered to both building occupiers and other third-party users. Typical events held in the space are anticipated to most likely be corporate events such as company announcements or ‘Town Hall’ style meetings, product launches and other events.

The intention is that this space will be available for use between 8:00am and 9:00pm 7 days per week.

27. Booking and Management of D1 and D2 spaces

The TBC.London Building Management team will be responsible for managing the booking, use and servicing of the UVH.

Bookings will be made via a dedicated booking management system which will be implemented by the Building Management team (anticipated instruction of management team Q4 2023). This booking management system will enable parties interested in the space see availability ahead of

making a booking request. Bookings will also be possible through direct contact with the Building Management team.

28. Waste management principles, processes, and collections for D1 and D2 spaces

The UVH will be subject to those same management procedures and principles as stipulated for the retail operation in the adjacent space in section 11 (specifically 11.1, 11.2, 11.4, 11.5, 11.7, 11.9, 11.10, 11.12, 11.13, and 11.14) above. The key principles remain the same:

- No waste shall be kept anywhere other than the bin store area.
- The relevant handling of pre-determined waste streams is to be consistent with those laid out in 11.9 above.
- Waste generated by or emanating from activities in the UVH must not be moved externally unless impossible to do otherwise.

29. Cleaning of D1 and D2 spaces

Cleaning the UVH will be the responsibility of the Building Management team who will observe those principles outlined in 12.1 above with specific focus on adhering to rules concerning the external impacts of litter and noise associated with cleaning. Any associated costs of cleaning shall be borne by the end user, unless the end user forms part of the complimentary use offered to local community groups.

30. Deliveries to D1 and D2 spaces

Deliveries to the UVH will be subject to the same management procedures as those in place for the A1, A2 and A3 uses and will be overseen by the Building Management team.

31. Noise controls for D1 and D2 spaces

Those relevant same measures as detailed in 24.1 and 24.2 above will be employed to mitigate noise emanating from the UVH.

32. Security for D1 and D2 spaces

The Building Management team will ensure that the appropriate security is in place for events and will liaise with the proposed user of the space to understand the exact requirements for each event. As with cleaning for events in this space, the associated costs will be borne by the end user, unless the end user forms part of the complimentary use offered to local community groups.

33. Dispersal from D1 and D2 spaces

It will be the responsibility of the Building Management team to ensure that the event security team is briefed to operate the same dispersal policy as is in place for the A1, A2 and A3 uses. As the space is accessed further south along Horsleydown Lane it might be appropriate that guests are encouraged to leave the area by continuing their journey south. It should be borne in mind that the space must not be used beyond 9.00pm as per 26.4 above.

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