

PRESENTATION FOR
**THE LONDON BOROUGH OF
SOUTHWARK'S LICENSING
SUB-COMMITTEE**

INTRODUCTION

This is a presentation for the Licensing Sub-Committee in support of the new licence applications for the Borough Yards development. Borough Yards is among the capital's most exciting cultural, retail and food and beverage-focussed regeneration projects in recent years. This unique social, cultural and shopping hub is woven from historic urban fabric. A lost medieval street system has been revived.

Once-forgotten warehouses and railway arches house dramatic, double-height, retail spaces, all embodying the district's unrivalled feel of intimacy and welcome, regardless of size. The site was previously occupied by the commercial wine-themed visitor attraction "Vinopolis City of Wine" which closed at the end of 2015.

Borough Yards is a £300 million+ regeneration project that was approved by Southwark's planning committee in 2016.

In addition to retail, food and beverage units, the serviced office provider The Office Group will occupy Thames House and a new adjacent building in the Borough Yards scheme. This scheme will provide one of the best state-of-the-art office buildings in the area.

EXAMPLES OF OTHER MARK REDEVELOPMENT PROJECTS



BUILDING SUSTAINABLE CITIES: The Whiteley, London

- Urban regeneration project creating 153 residential and affordable housing units
- Preservation of Grade II listed facade; restoration of conic courtyard and come
- BREEAM (Excellent)



PROMOTING GREEN BUILDINGS: Grafton place, Dublin

- Office-led redevelopment
- LEED (Gold), Nearly Zero Energy Buildings, Wiredscore (Platinum), WELL (Gold)
- 10% of energy use from renewables



FOCUSING ON OCCUPIER WELLBEING: Toko, Paris

- Office and co-living redevelopment
- Office: BREEAM (Very Good), Wiredscore (Silver), WELL
- Co-living: NF Habitat HQE (Excellent)

ESTATE MANAGERS: SAVILLS

The Borough Yards site will be managed by the team at Savills, who have a proven track record in successfully managing similar sites, as set out in the case studies below:

TELEVISION CENTRE, WHITE CITY, LONDON

- A 1.45 million sq ft new neighbourhood scheme transforming the iconic home of BBC into an exciting mixed-use scheme combining residential, prime offices, leisure space and a Soho House members' club.
- The site has become a creative enterprise and entertainment hub for businesses to base themselves including White Company and Publicist.

WHITE CITY PLACE, LONDON

- A new fresh and dynamic business destination in West London comprising circa 1 million sq ft of office space.
- The site comprises 5 buildings on an estate with a central public realm. A mix of retailers, food and beverage and gym operators have been attracted to the site to help create the right mix for a thriving community.

LONDON BRIDGE CITY

- A landmark mixed-use destination and world-renowned tourist destination, London Bridge City is an estate rich in British and architectural heritage. With half a mile of river frontage along the Thames between London Bridge and Tower Bridge, and a total of 21.5 acres of space, it's a vast and lively mixed-use environment. This riverside London district provides a mix of leisure, restaurant, bars and retail destinations.
- Encapsulating 3 million sq ft of office, retail and leisure space, along with private residential apartments with a total service charge of circa £17.5m, our role is to manage the estate and properties within it. We have a Savills team of 24 including the enlivenment and events team who curate the Summer by the River event which attracts a total footfall of over 2.86 million visitors over the 3 months it runs.
- Hay's Galleria is an impressive Grade II listed mixed-use building with desirable warehouse-style Grade A office space and exceptional retail and residential opportunities. It is a unique riverside London destination rich in heritage, contemporary offerings and community spirit.
- No1 London Bridge and Cotton Centre provide over 450,000 sq ft of grade A prime office accommodation with awe-inspiring panoramic views of some of the world's most iconic buildings. This riverside London district can tickle the taste buds of fine-foodies with its smashing eateries, excite the fiercest of shopaholics with its array of retailers, and tantalise the most dedicated fitness fanatics with its leisure facilities.
- More London covers over 13.5 acres on the River Thames, with more than 13 centrally located properties, and neighbours some of the world's most iconic London tourist attractions. Its London Bridge City office space houses leading international companies, including London's Government, and has views including The Shard, Tower Bridge and the Tower of London.

KING'S CROSS, LONDON

- King's Cross is one of the largest and most exciting redevelopments in central London and is fast becoming one of the most attractive places to live, work and visit.
- The area is being transformed to provide 3 million sq ft of workspace, 500,000 sq ft of retail and leisure, up to 2,000 new homes and a range of educational, hotel and cultural facilities across 67 acres.
- We manage the completed public realm areas of the estate, and iconic Coal Drops Yard, as well as the office buildings, One and Two Pancras Square, Western Transit Shed and Midland Goods Shed including the retail units within these buildings. We also manage cultural and educational uses including the sports pitch, Skip Garden, two schools and the University of Arts London.
- We work in partnership with Argent, the asset manager for the King's Cross Limited Partnership, to create a strong sense of community and work closely with the occupiers. Many stakeholders are involved in the successful operation of the development and we liaise and maintain strong relationships with The Canal & River Trust, Network Rail, British Transport Police, and King's Cross and St Pancras Station Management.
- Our dedicated events management team runs regular forums to ensure the estate occupiers are kept up to date with events taking place on the estate and are given the opportunity to discuss their own events and opportunities for partnerships with their neighbours.
- Successful events at King's Cross include Lumiere London, the UK's largest light festival, Design Junction, London Fashion Week and a Classic Car Boot Sale as well as regular events such as KX Bootcamp and Run KX.

BENEFITS OF THE DEVELOPMENT TO SOUTHWARK

Borough Yards has and will continue to provide a number of benefits to the locality, a number of which are implemented by way of the S.106 Planning Agreement including:

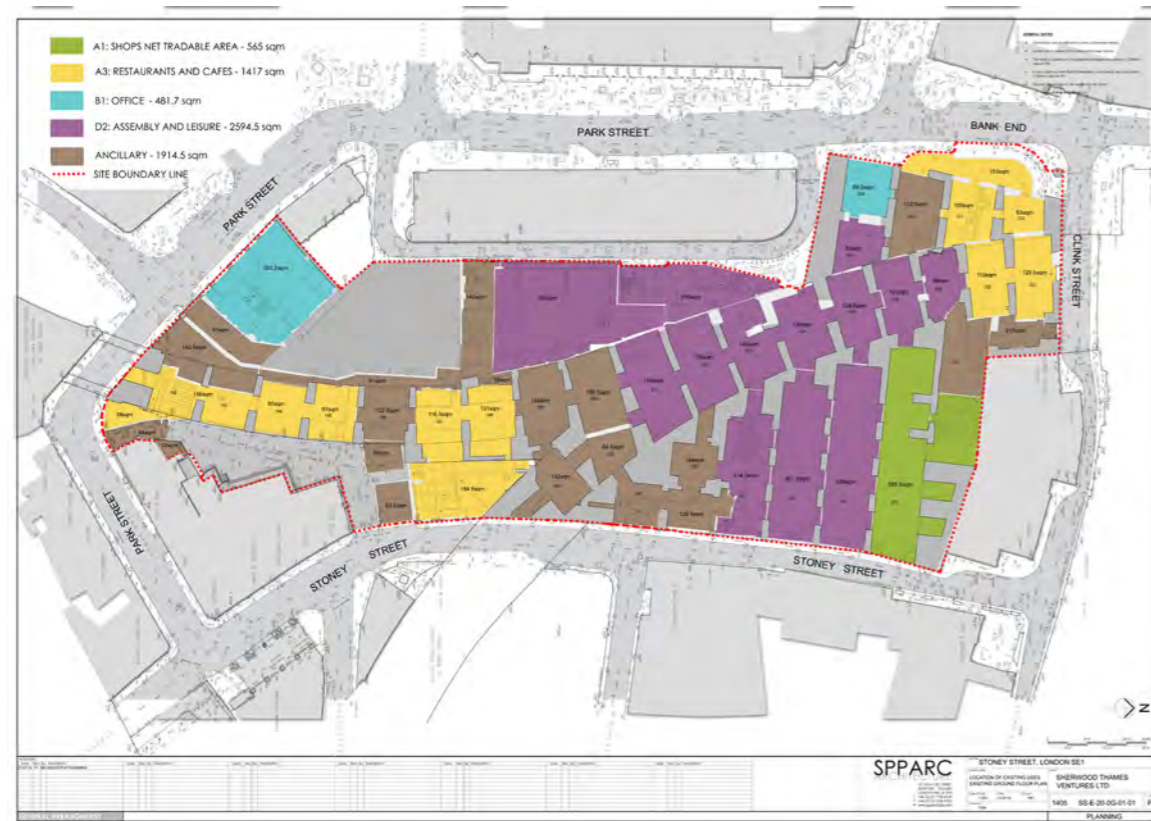
- 60% of the total retail floorspace is to be reserved to Small Independent Enterprises, including 15% of the total retail floorspace being offered under affordable lease terms over 5 years.
- Provision of mainly local employment (36), apprenticeship (9) and training (36) opportunities during the construction phase, with a payment in lieu in case of shortfall.
- Provision of employment (38) opportunities during the end-user phase, with a payment in lieu in case of shortfall.
- Highway improvement works around the site.
- Opening access routes across the site.
- CCTV to aid the area's security.

- Financial contributions in the form of:
 - London Borough of Southwark CIL - £417,377.
 - Mayoral CIL - £231,756.
 - Legible London Signage Contribution - £6,266 towards the provision of a finger post in the centre of the public access route.
 - TfL Contribution - £100,000 towards the maintenance and re-distribution of the existing cycle docking station at Park Street and Southwark Street.
 - Crossrail Contribution - £1,112,080 towards the cost of implementing the Crossrail scheme which is due to be a key infrastructure provision within London.

In addition to the above, we have identified the following additional benefits:

- The provision of office and retail uses on site would support up to 1,100 new jobs as well as providing a diverse range of retail uses which would complement Borough Market.
- The scheme includes a boutique cinema (Everyman) and an art gallery space.
- The scheme reinstates railway arches and create active frontages that promote the delivery of Low Line walking routes.
- The proposed design is of very high-quality appearance and successfully integrates within the area. It also sympathetically reuses arches within the Borough High Street Conservation Area, so has heritage benefits.
- The development is set to achieve a BREEAM "excellent" sustainability rating for the new offices and new retail units with the refurbished retail units within the arches achieving "very good" rating.
- The scheme integrates bio-diverse roofs as well as nesting and roosting features.
- Paragraph 58 of Southwark's Planning Committee report concluded as follows in relation to the project's role in the area (in the context of planning policies to improve the area):
"As well as the provision of the replacement cultural uses, the proposal also involves the provision of new office and retail space. In combination, the proposed mix of uses is in general conformity with the aspirations of the Opportunity Area, Central Activity Zone, Town Centre and Strategic Cultural Area which support the range of uses proposed. The retail and cultural uses would reinforce the character of the area, and by creating new street frontages within the site, perhaps take some pressure off the congested Borough Market area. The provisions for independent units and affordable retail space are welcomed, and will ensure that the area maintains its reputation as a distinctive and diverse retail environment."

PLAN OF HISTORIC USES OF THE PROJECT SITE



BENEFITS AND POLICY CONSIDERATIONS

The new Borough Yards scheme sits within the Bankside and Borough Cumulative Impact Zone. The new licences will replace the existing Vinopolis premises licence which permitted 1,250 vertical drinkers, in a drink-led premises, until a closing hour of 02:00 all week. Instead, the new licences now propose a terminal hour of midnight and are heavily skewed towards food-led premises.

The application will provide the following positive impacts if granted:

- It will provide more jobs for persons within the local area and it will have a positive contribution to the local area and economy.
- It will be a social space for the whole community to enjoy, both residents and workers, with carefully selected retail and dining offerings and specially curated spaces.
- Borough Yards will offer a significant food, beverage and retail experience, focusing on high-quality food for all price ranges, allowing the whole community and families to use the development.
- The redevelopment will bring back a lost space that only benefited persons who were interested in late-night drinking and offer a more family-friendly and community-focussed environment.

VISUALS OF BOROUGH YARDS

BEFORE REDEVELOPMENT



VISUALS OF BOROUGH YARDS

BEFORE REDEVELOPMENT



VISUALS OF BOROUGH YARDS

BEFORE REDEVELOPMENT



VISUALS OF BOROUGH YARDS

BEFORE REDEVELOPMENT



VISUALS OF BOROUGH YARDS

AFTER REDEVELOPMENT



VISUALS OF BOROUGH YARDS

AFTER REDEVELOPMENT



CONTACT US

🐦 @Keystone_Law
enquiries@keystonelaw.co.uk
www.keystonelaw.co.uk

LONDON

48 Chancery Lane
London WC2A 1JF
t +44 (0)20 3319 3700

ISLE OF MAN

The Old Courthouse
Athol Street
Douglas, IM1 1JD
t +44 (0)333 939 8000

NORTHERN IRELAND

Aisling House
50 Stranmillis Embankment
Belfast BT9 5FL
t +44 (0)28 9002 2520

Borough Yards

Operational Management Plan

V.9





Table of Contents

1. Introduction	3
1.1. Borough Yards and General Arrangement	3
1.2. Operations Management Plan Aim	4
1.3. Opening Times.....	4
2. Management Strategy	6
2.1. Onsite Team.....	6
2.2. Management Accommodation	6
2.3. Service Charge & Apportionment	6
2.4. Set Up Budget.....	7
2.5. Phasing	7
2.6. Void Units.....	7
2.7. Insurance	8
2.8. S.106 Obligations.....	8
3. Management Activities	9
3.1. Service Standards.....	9
3.2. KPI's.....	9
3.3. Access and Safety	9
3.4. Transport Strategy	10
3.5. Security	13
3.6. Emergency Plan.....	14
3.7. Disaster Recovery.....	14
3.8. Dispersal Policy	14
3.9. Noise Management Strategy	19
3.10. Cleaning.....	21
3.11. Waste	22
3.12. Pest Control	23
3.13. MEP Maintenance.....	23
3.14. Landscaping.....	24
3.15. Fabric Maintenance	24
3.16. Footfall & Turnover	24
3.17. Cycling	24



3.18.	Health & Safety	25
3.19.	Customer Service	25
3.20.	Signage and Branding	26
3.21.	Marketing and Events	26
3.22.	Pandemic Strategy	27
3.23.	Sustainability	27
4.	Occupier & Stakeholder Communication	28
4.1.	Website & Social Media	28
4.2.	Occupier Portal	28
4.3.	Commercialisation	28
4.4.	Opportunities	28

1. Introduction

1.1. Borough Yards and General Arrangement

Borough Yards is a mixed use development located in the Borough of Southwark in London and will contain commercial offices, F&B and retail to include a cinema and a cultural space. The development consists of an external public space and shared service area, colloquially known as 'Soap Yard'. 'Dirty Lane' runs the full extent of the scheme from north to south, covered at the northern most section, and 'Stonecutters Lane', which is all covered, runs from east to west.

Measuring 2.54 hectares, Borough Yards will reinvent a series of outmoded buildings and open up railway arches. Soap Yard and Dirty Lane create a new pedestrian link through the site, forming part of The Low Line, a walking destination for London along the length of the mighty Victorian rail viaducts spanning Bankside, London Bridge and Bermondsey. Under the leadership of the client, MARK, the aim of Borough Yards is to create an innovative, recognisable and high quality addition to the Borough Market and Bankside street scene and urban pattern.



Figure 1: Redline Plan showing site boundary to the Borough Yards Mixed Used Development

The Borough Yards core project team consists of the following;

- MARK – Site Owner (Client)
- Savills – Management Consultants & Managing Agents
- Queensberry – Development Managers
- SPPARC – Architect



1.2. Operational Management Plan Aim

The aim of the Operations Management Plan (the “OMP”) is to create a template for the co-ordinated management of the mixed use environment in the heart of one of London’s busiest destinations, whilst delivering a tailored service to; retail occupiers, visitors, key stakeholders and the local commercial community in which it is located.

The OMS will inform and guide the Property Management Team in delivering excellent service. The document will also form part of the training and induction programme for new management team employees and external outsourced staff and service partners.

This is a live document and will be updated throughout the development programme.

1.3. Opening Times

The core retail hours the scheme will be open to customers is likely to be as follows:

- Monday to Saturday: 10:00am to 00:00am (midnight)
- Sunday & Bank Holidays: 11:00am to 23:00pm

It is anticipated that some food and beverage units may open earlier for breakfast trade. The external shared service area of the scheme, ‘Soap Yard’ will be accessible 24/7 along with the external part of Dirty Lane. The internal part of Dirty Lane and Stonecutters Lane will be closed from 10pm by the use of gates and will be open at 7am.



Figure 2: A General Agreement Plan of Borough Yards Indicating the Mixed Use



2. Management Strategy

2.1. Onsite Team

At Borough Yards there will be an Estate Manager who will be supported by the wider Managing Agent team. The Estate Manager's role and responsibilities will include but not be limited to the following;

- Ensure that all staff (employed by Savills or third parties) deliver excellent customer service at all times to all stakeholders and visitors at Borough Yards.
- Be the 'face of Borough Yards' within the local community and develop strong community links.
- Ensure that Borough Yards is maintained to an excellent standard and all third party contractors are carrying out their work to an appropriate standard.
- Ensure that the site and all its people are safe and legally compliant at all times including that works are carried out in a safe manner.
- Develop strong lines of communication with all stakeholders – owners, asset managers, managing agents, occupiers, contractors, customers, local groups, Council and neighbours.
- Develop strong relationships with Occupiers and maximise retail sales opportunities for Occupiers and monitor trading through turnover data.

In addition to the Estate Manager, the onsite permanent team will consist of the security and cleaning personnel.

2.2. Management Accommodation

The onsite management accommodation is located within the basement level of the scheme.

2.3. Service Charge & Apportionment

Service delivery is to be based on the principle that service charges will be fully recoverable for the services provided in both the public realm and back of house areas. The management team will demonstrate impartiality and fairness in providing services to prevent the service charge being challenged, to protect the asset value and to increase the marketability of the space available to let and thereafter remain competitive within industry standards.

Highest quality management will be delivered to ensure both cost effective and high quality service provision across the development. The managing agent will be responsible for drafting and managing the service charge budgets. All service charges will be operated in accordance with the Property Managers Association and the Royal Institution of Chartered Surveyors' Professional Statement for Service Charges in Commercial Property, and any other relevant legislation. The service charges will be benchmarked against comparable Central London properties to ensure value for money.

The managing agent will regularly review systems and structure to ensure that the management and services provided are innovative whilst the service charges remain compliant with the RICS Professional Statement and offers value for money.



It is recognised that as the development moves through early stages of management, that defects and warranty periods are accounted for and landlord shortfalls arising from timing of sectional completions and occupations are carefully cash flowed and managed.

At each year end, on completion of the certification of the service charge accounts, each occupier will receive a reconciliation statement showing any credit or debit balance on their Service Charge account.

2.4. Set Up Budget

It is important to stress that the initial equipping of the development in readiness for the practical completion of the first section must be funded by the developer as capital expenditure to comply with the RICS Professional Statement and draft lease provisions. Typical set up items include:

- Management Office and Staff Welfare furniture and associated IT and telephone systems
- Recruitment costs for the management team
- Employment costs for the management and service partner teams prior to scheme completion
- Cleaning & Security Mobilisation
- Initial risk assessments for Health & safety, Fire, Water and Equality Act

2.5. Phasing

Due to the impact of the coronavirus pandemic on the retail environment, the Borough Yards development will be opening in phases. These phases are outlined below;

- Phase 1 – PC to First Occupation – End of July to end of October 2021
- Phase 2 – Occupation and Fit Out – End of October to Spring 2022
- Phase 3 – Steady State – Spring 2022 onwards

The specific dates of these phases is yet to be agreed and will be dependent on leasing and fit out schedules. The service charge for the scheme has also been broken down into these three phases.

2.6. Void Units

Within the phased opening of the development there will be some void units. The landlord will pay the service charge for these void units until occupied. Similarly, if there are any forms of concession where the Service Charge is capped or lower than the apportionment due then the Landlord will pay the difference between the two amounts.

Whilst there are empty or void units' onsite, the security personnel will be required to conduct periodic patrols of the units in question along with sporadic cleaning by the cleaning personnel. Other than the patrols and cleaning of the empty or void units, they will remain locked and secure.



2.7. Insurance

Arranging and maintaining adequate buildings insurance cover for the development is the responsibility of the landlord. The managing agent will collect the insurance costs for the individual units from the occupiers separately from the Service Charge.

The Service Charge will include a provision for public liability insurance relating to incidents that may occur in the public realm, engineering insurance for common M&E plant and lifts and claims excess insurance.

2.8. S.106 Obligations

As part of the planning consent for Borough Yards there are several S.106 obligations that need to be followed throughout the life of the development.

2.8.1. Skills & Employment

The development must create employment opportunities for local residents which fall into the following categories; retail & hospitality, facilities management and office & administration. Workforce planning for the development has allowed the council to be informed of the future demand for people and skills that the project will create. Contractors on this project are required to review the Skills and Employment Plan to ensure that they are complying with the recruitment of the local personnel.

2.8.2. Flood Management Plan

A Flood Warning and Evacuation Plan has been developed by an independent consultant in order to inform staff, commercial users and members of the public of the flood warning and evacuation procedures for the site.

2.8.3. Travel Management Plan

A Travel Plan has been developed by an independent consultant to highlight the importance of sustainable travel options to get to and from the scheme. The Travel Plan is an important tool to illustrate how the scheme is complying with the national and local transport policies to include the London Plan.

2.8.4. Site Wide Servicing and Management Strategy (SWSMS)

The SWSMS has been developed by Savills to demonstrate Borough Yards' commitment to managing its commercial operation in a way that seeks to minimise its environmental impact on the surround areas and protect the safety of onsite staff, local residents and stakeholders. The SWSMS highlights key roles that both the security and cleaning personnel have in the running of the scheme.



3. Management Activities

3.1. Service Standards

The Borough Yards Management Team will report on a set of minimum standards which cover all aspects of day to day operational service delivery. Many of these will relate to statutory requirements such as H&S risk assessments, fire risk assessments, vertical transportation installations examination and audits. Other performance indicators are likely to relate to the operational management of the site such as response times to an occupier and general public queries, standards of cleaning and levels of security. The Management Team will:

- Deliver value for money and transparency within its service charge budget.
- Aim to deliver customer service which exceeds expectations.
- Programme public areas with a wide range of high quality events and activities whilst ensuring these are; of benefit to the retail lease holders in terms of increased dwell time and are in line with place shaping objectives.
- Embeds principles of sustainability in all aspects of service and how they deliver it.

3.2. KPI's

KPIs will be used to assess and monitor the management performance on key areas such as accounting and standards of operational services. The KPI Framework is as follows:

- The Borough Yards Management Team will produce an annual performance framework which will specify standards for managing the development in the form of output targets. This performance framework will be produced in consultation with a forum made up from the retail occupiers. The Management Team will develop the indicators and targets over the first year of delivery and will then refine these over time, to ensure continued improvement.
- Performance of the Management Company will be measured against KPIs and customer feedback.
- The Management Team will be appraised annually with performance measured against KPIs and occupier feedback.

3.3. Access and Safety

There are five main entrance routes into the site;

- North from Clink Street into the scheme via Dirty Lane
- North East from Stoney Street into the scheme via Stonecutter Lane
- South East from Stoney Street into the scheme via Soap Yard
- South from Park Street into the scheme via Dirty Lane
- West from Park Street into the scheme via Stonecutters Lane



In addition to the above, some of the retail and F&B units face directly onto Bank End, Stoney Street, Clink Street and Park Street. Any access to the roofs required by the onsite staff should be agreed in advance through the Estate Manager and carried out in line with roof safety protocol.

There is no parking on site. Staff are encouraged to use sustainable modes of transport to get to work, such as include the local bus routes and rail networks.

All contractors must work under a Permit to Work system and, if working outside the Occupier's demise, a Permit for Access. All contractors are to sign in at the management office and obtain a Permit if appropriate. This principle applies to all Contractors including Landlord's Contractors.

3.4. Transport Strategy

There are a number of transport methods that patrons will use in order to travel to and from Borough Yards. Because of this, we do not anticipate over-use and overcrowding of any one of these transportation methods. This situation will be monitored and the policy updated if required.

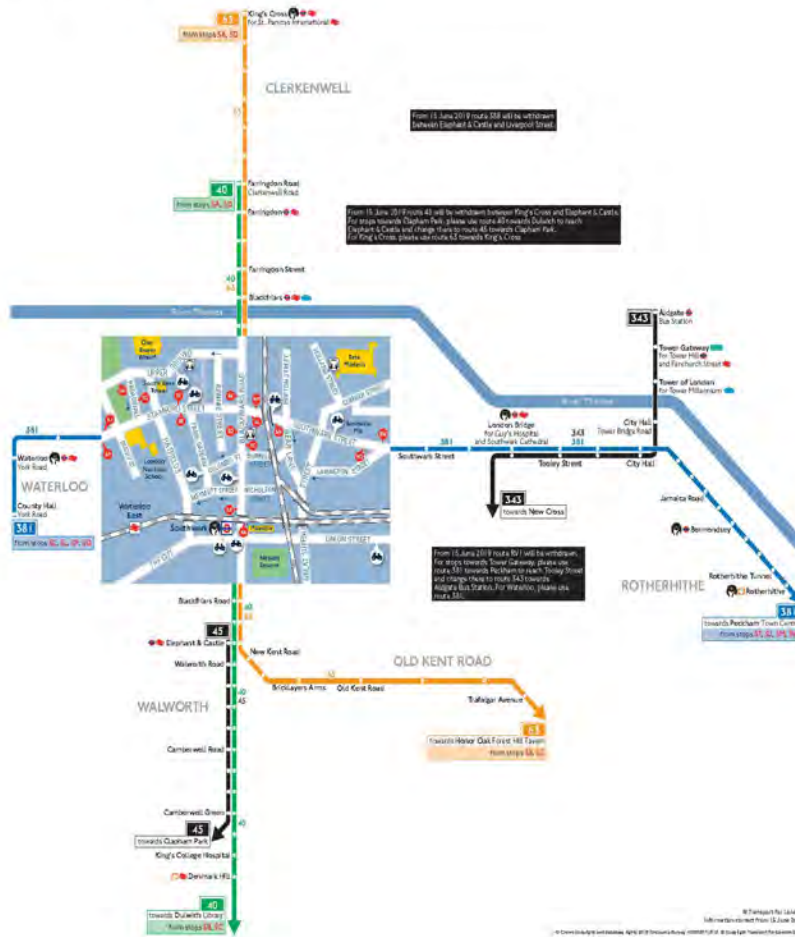
The main methods of transportation available are as follows:

1. Bus – This will be a less popular method of transport for people travelling to and from Borough Yards. **Figure 3** shows the bus routes in the immediate area. As shown by this map, the bus routes service patrons wanting to go in all directions (north, south, east and west). Patrons can also use night buses.
2. Tube – It is envisaged that this will be one of the most popular methods of transport to and from Borough Yards. **Figure 4** shows the location and walking distance (circa 5 mins) of the nearest tube station, London Bridge, to the Borough Yards development. This provides easy access for patrons, whatever direction they may be heading. Please note that lines running at London Bridge are part of the Night Tube Service.
3. Local Authority Bicycles – These may be used by patrons during the day (arriving or leaving the site) or in the early evening (mostly by patrons arriving at the site). This is not anticipated to be a popular mode of transport for patrons leaving the site late at night. **Figure 5** shows the location of the nearest bicycle docking stations.
4. Taxi – This will be a popular transport option for people leaving the venue in the later hours. With the introduction of taxi apps, i.e. Uber, guests will be able to pre-order their taxis/cars and be picked up from outside the site. We will liaise with providers such as Uber to identify safe-pick-up locations.

It is unlikely that our patrons will choose to drive to Borough Yards. In the immediate vicinity of the premises, parking is very sparse and expensive.



Buses from Southwark



How to use this map

- Find your destination on the map
- See the coloured lines on the map for the bus routes that go to your destination
- Check the map for the end of each coloured line for the bus stops to catch your bus from
- Use the central map to find the nearest bus stop for your route
- Look for the bus stop letters at the top of the stop (see example for stop A to the right)

Key

- Connections with London Underground
- Connections with London Overground
- Connections with National Rail
- Connections with DLR
- Connections with river boats
- Cycle hire docking station
- Taxi rank
- Tube/London Overground station with 24-hour service Friday and Saturday nights

Ways to pay

- Use contactless (card or device). It's the same fare as Oyster pay as you go and you don't need to top up
- Download the free TfL app to top up or buy a ticket anytime, anywhere, or visit tfl.gov.uk/oyster. Alternatively, find your nearest Oyster Ticket Stop at tfl.gov.uk/contactstopfinder or visit your nearest TfL station
- The Hopper fare offers you unlimited pay as you go Bus and Tram journeys within one hour for £1.50. Always use the same card or device to touch in
- If you fail to show on demand a ticket, validated smartcard or other travel authority valid for the whole of your journey you may be liable for a penalty fare or prosecution

Figure 3 – Local Bus Routes in the Immediate London Bridge Area

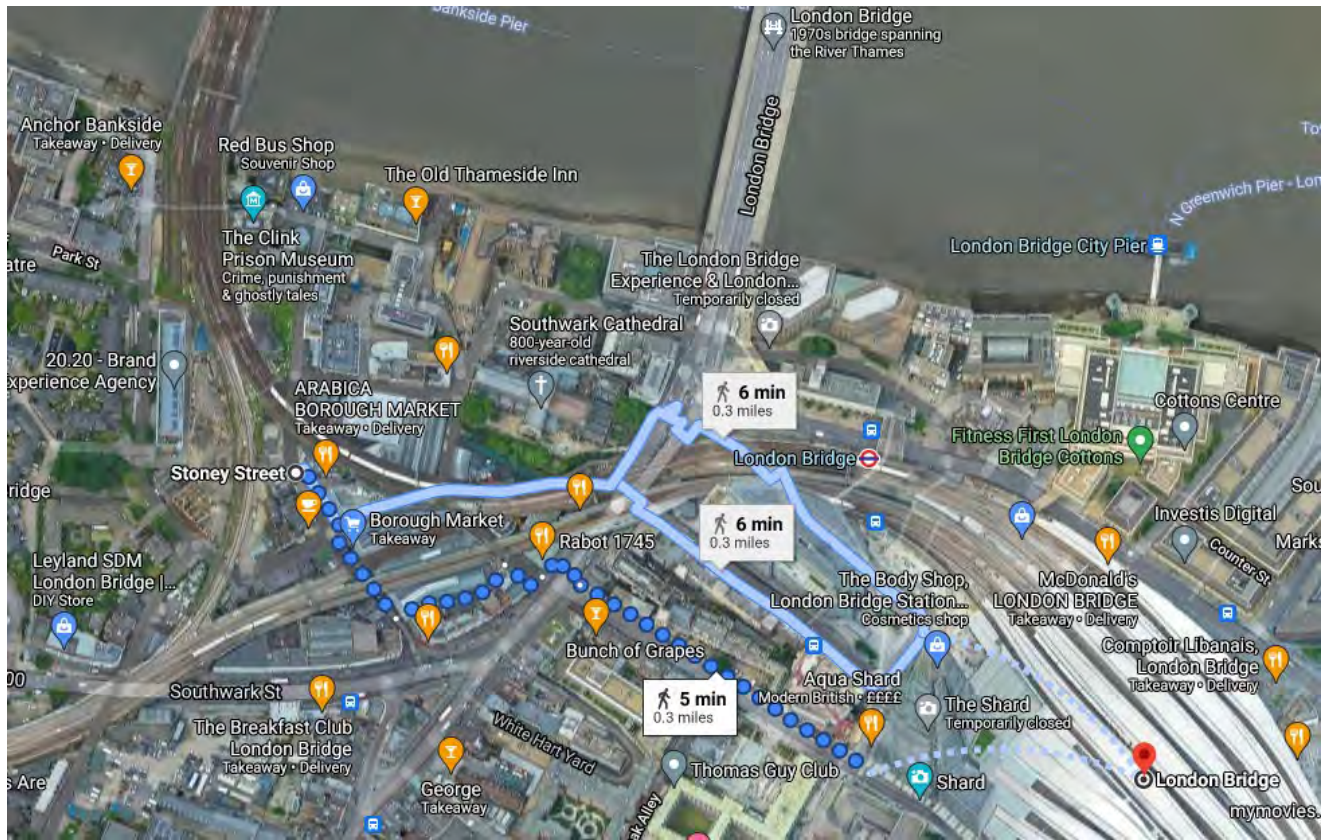


Figure 4 – Map Illustrating the Location of the Nearest Tube and Railway Station.

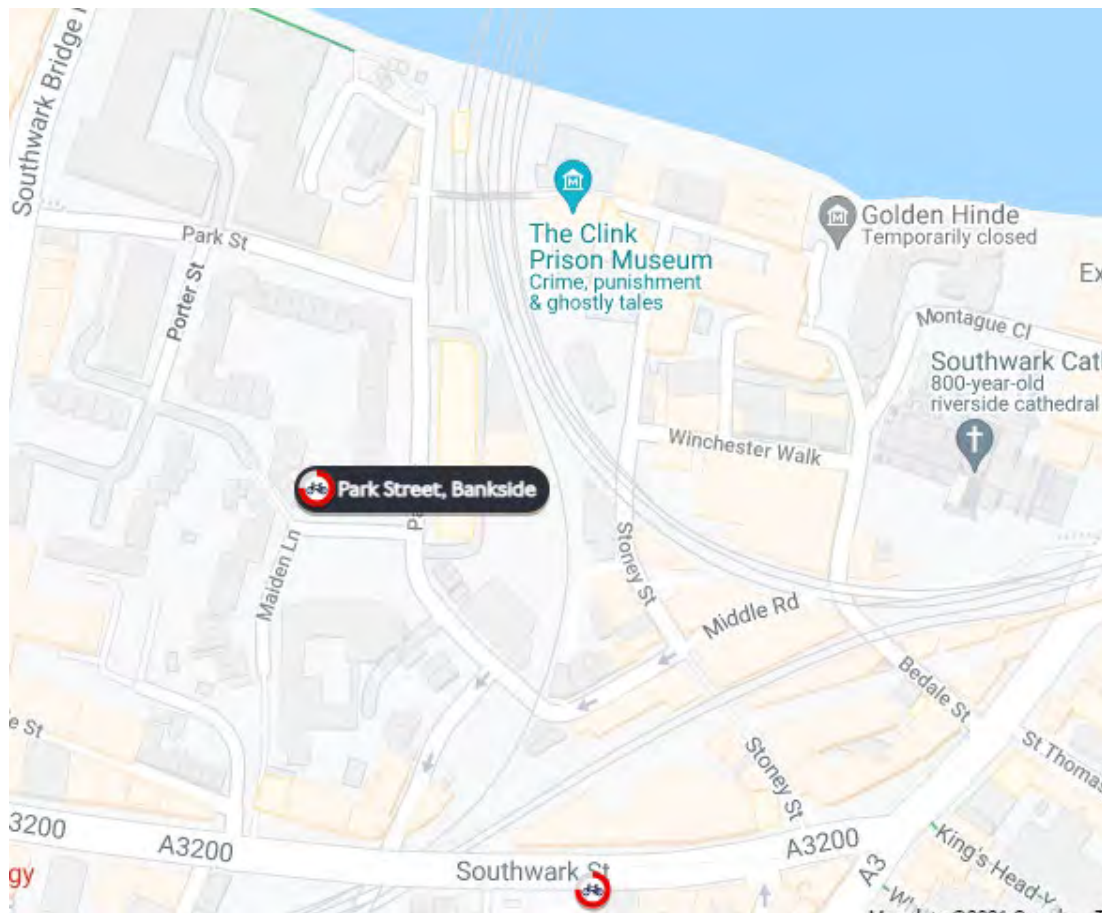


Figure 5 – Map Illustrating the Locations of the Nearest Local Authority Cycles to Borough Yards

3.5. Security

3.5.1. Crime Prevention

Crime prevention and public nuisance are key issues for the management team across the entire estate. Within the estate there are several licensed premises that create additional responsibilities and the management of the 4 Licensing Objectives will be a key performance standard that the success of the development will be measured against. The combination of an active 24-hour security presence, plus communication and co-ordination with venue SIA door supervisors, the Metropolitan Police and neighbourhood Teams, Council Enforcement Teams, and the British Transport Police is fundamental to creating an environment that will help discourage crime. All staff working at Borough Yards will be trained to act as the wider “eyes and ears” of the Property Management Team.



3.5.2. CCTV

The development has been designed to ensure that all external and internal realm within Borough Yards is covered by comprehensive CCTV, along with the 24-hour security presence.

The office, cinema, gallery, retail and F&B occupiers will also operate their own CCTV systems within their demises.

3.5.3. Access Control

An access control system will be in place for access to back of house corridors providing access to the cycle stores for occupier's staff and refuse and plant rooms.

Any access control systems installed within occupier areas are controlled and operated by the occupiers themselves.

3.5.4. Radios

The Security/Banksmen Personnel and Estate Manager will have access to site radios, provided as part of the landlord set up budget to ensure that they are able to communicate effectively. This will include but not be limited to; deliveries and servicing, security and event management.

3.6. Emergency Plan

A Fire and Emergency Plan for the whole site will be produced by William Martin Compliance, which will include details on safety systems, strategy, organisation & control, monitoring & review and emergency procedures. The Fire Plan section of this document is currently in draft format and will be updated to include the Emergency Plan once the site is in occupation.

3.7. Disaster Recovery

Due to the central location of Borough Yards and following events of the past few years, disaster recovery is of up most importance. A Disaster Recovery plan would involve the input of not only the Borough Yards team but liaison with local stakeholder groups to include the nearby Borough Market and the Fire Department. The development of this plan will be a collaborative effort to ensure that in the event of a major incident, there is a co-ordinated response with the sharing of resources.

3.8. Dispersal Policy

The effective dispersal of patrons, especially in the later hours, is key in ensuring Borough Yards meets the overriding aim of being a courteous and responsible neighbour. Borough Yards will ensure that all guests are dispersed in a controlled fashion so as to avoid congestion or disturbance to the local area.



This policy is designed to combine the resources available to both Borough Yards' Property Management Team, and those of the Licensed Unit Operators.

3.8.1. Hours

Key dispersal times are anticipated to be:

Sunday: 22:00 – 00:00

Monday - Wednesday: 23:30 - 00:00

Thursday – Saturday: 23:30 - 00:30 (day following).

These hours have been identified following a detailed consideration of the unique nature of the Borough Yards development and its location within the Southwark SPA, informed by the risk assessment carried out by our expert acoustician, Big Sky Acoustics, and Crime and Disorder consultant, Mr Andrew Bamber.

At key dispersal times, SIA Security Personnel will be deployed within the site public realm and street. This policy focuses on key dispersal times although appropriate staff will be in place throughout operating hours to address customer needs and promote the licensing objectives.

3.8.2. During Trade

It is expected that during trading hours the occupier takes responsibility for ensuring that customers behave appropriately or if not, are asked to leave site.

If a customer is asked to leave a unit, and the site Security are informed, they will endeavour to monitor the customer either via CCTV or a guard on the ground.

If a customer is repeatedly not acting in an appropriate manner, occupier will be encouraged to please speak to the Estate Manager about a possible banning notice.

It is the occupier's responsibility to ensure they have adequate security support within their unit to ensure all customers are safe and act responsibly.

3.8.3. Winding-Down Period

Borough Yards will operate an effective "wind-down" procedure, in coordination with the Licensed Units, in order to facilitate orderly dispersal of patrons. Members of staff will be re-allocated to their "Dispersal Roles" over a 30 minute period to prepare for dispersal.

Borough Yards management will promote the gradual departure of patrons, controlling the flow of patrons by liaising with the Licenced Units. Licenced Units will carefully manage the cloakroom and entrance/exit areas of their units.

Internal lighting levels within Licensed Units will be increased during the last 30 minutes of operation. Music (where provided) will be played at a lower level gradually reducing until it is switched off.

SIA Licensed Door Supervisors will assist with Dispersal. From 11pm Monday to Saturday, and 10pm on Sundays, site SIA Licenced Door Supervisors shall be stationed at the Stoney Street and Park Street exit and rotating between the Licenced units.



All Door Supervisors are to remain on duty and in post until 30 minutes after closing time or, if later, until the last customer has left the area. Door Supervisors are to be trained on the following:-

- The nearest mode of public transport;
- Details of where to find taxis and a number of a local provider;
- General local knowledge so that Security Personnel can help guests with directions;
- The allocation of roles during nightly team briefings.
- The identification of any action points to be put forward during team meetings.

3.8.4. At close

Managers / Door Supervisors must remain on site until all customers have been cleared from the premises and dispersed from the surroundings, making sure they are safely and quietly on their way. Customers must not take drinks with them.

Bar / restaurant managers must ensure that any rubbish / spillages outside their units are removed before leaving site.

The estate CCTV Control will monitor bars and restaurants as they close.

Occupiers will contact the Police and inform the estate Security Team regarding any concerns relating to noise nuisance, crime and disorder or anti-social behaviour.

3.8.5. Staff

Staff will come and go from the development throughout the working day depending on their shift pattern. Due to our focus on staff awareness and the fact that they will be arriving/departing at different times, there should be no material disturbance to the local area. To support this, all staff will be briefed on the need to respect our neighbours and keep noise to a minimum when arriving and departing; adherence to this policy is to be a term of employment, giving Borough Yards and Licensed Unit operators' effective control.

3.8.6. Patrons

The Borough Yards development prides itself on being part of the renovation of Bankside.

Due to our location, the vast majority of customers leaving Borough Yards will make use of public transport or walk home, if they live locally.

Throughout our operation, with a heightened awareness in the later hours, staff will look out for any customer who is or becomes vulnerable, with appropriate steps to be taken in ensuring the customer's safety and comfort. If necessary, transport home will be arranged at the relevant Premises' expense.

3.8.7. Dispersal Plan

The Dispersal Plan has been produced based on the above governing information, to assist in the promotion of the licensing objectives, with particular regard to:

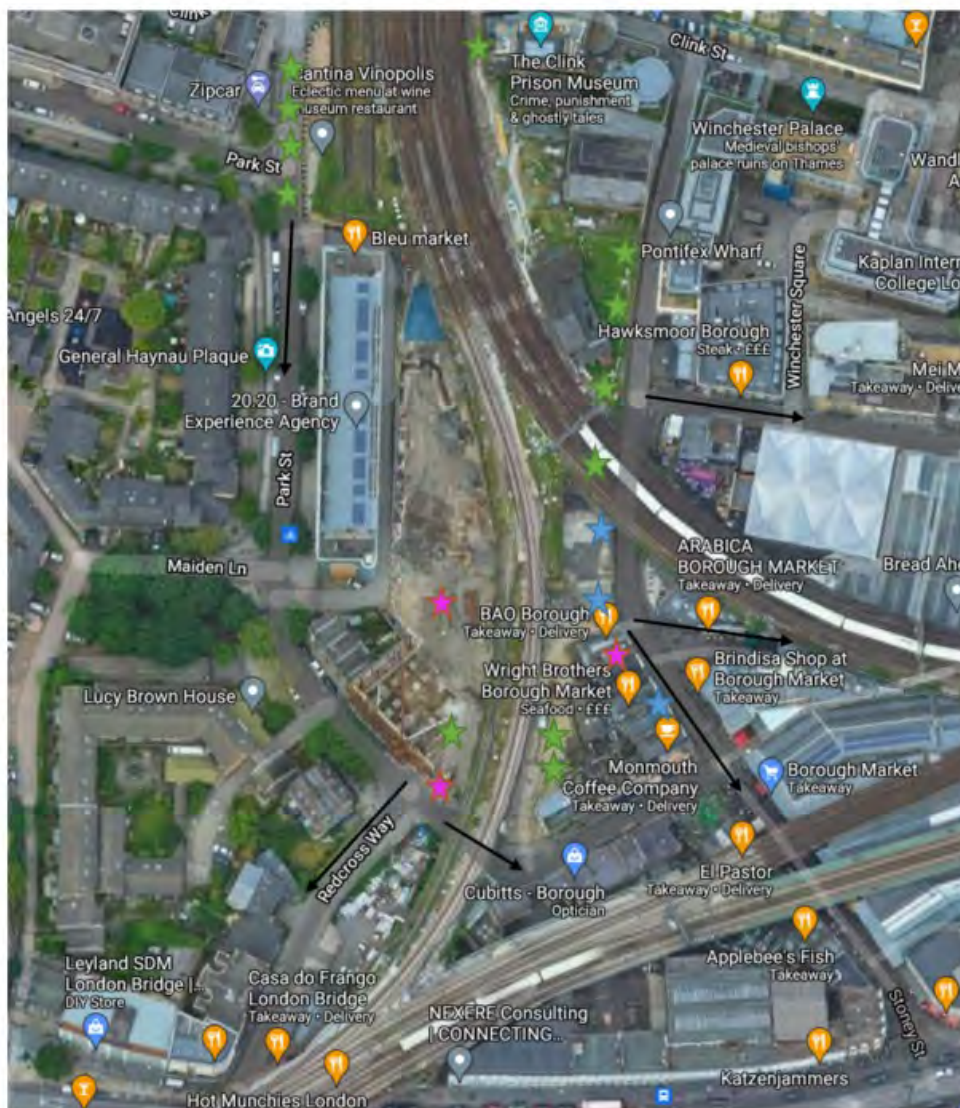
The Prevention of Crime and Disorder; and

The Prevention of Public Nuisance; and

Public Safety; and
Protecting Children (and other vulnerable people) from harm.

This plan is subject to change from time to time as it evolves through operational learnings and discussions with local stakeholders.

Borough Yards' management are aware of the potential for neighbourhood noise and disturbance as patrons leave at key dispersal times. Our management team has implemented this written dispersal plan to move patrons from the site (including its Licensed Units) and its immediate vicinity in such a way as to prevent disturbance or nuisance to our neighbours. It will be the responsibility of all occupier staff to support this policy.



- Proposed Location of Site Team SIA Security Personnel
- Location of Bar/Licensed SIA Security Personnel
- Location of Restaurant Marshalls
- Suggested Dispersal Routes of Patrons



Figure 6 – Map Showing the Proposed Security Personnel & Marshall Dispersal Locations & Dispersal Directions of Guests.

Figure 6 shows the typical dispersal direction(s) that most guests will take when leaving the development. There are excellent transport links in the vicinity of Borough Yards and staff are trained to make these clear to guests. Where possible, patrons leaving Borough Yards in the later hours will be directed from the Stoney Street exit.

To aid patrons in departing Borough Yards, we will provide information as to available onward transport on our website, at the site and in the Licensed Premises themselves.

3.8.8. Notices

Notices shall be displayed around the site and within our Licensed Premises requesting that patrons respect the needs of the local residents and leave the local area quietly. That message will be repeated and enforced on the Borough Yards social media and website. All employees are given appropriate instructions and training to encourage patrons to leave the premises and the area quietly, using the notices to reinforce their message.

3.8.9. Taxi Service

Staff will ensure patrons can wait inside our Licensed Premises and/or 'Soap Yard' while waiting for taxis. Staff will ensure that car doors are not slammed and will ensure that taxi drivers keep engines turned off if they are parked outside. Arrangements are made with all local taxi firms for taxis to stop at a safe stopping place when collecting patrons. A recommended list of local taxi companies is available to patrons. As for "app based" taxi services, discussions will take place with the firms to agree appropriate pick up locations for patrons at Borough Yards. Staff will also monitor Uber (or similar) drivers and direct them to a safe stopping place. Customers will also be requested to identify their pick-up-point as our recommended safe stopping place. Taxi drivers will be asked to remain in their vehicles and radios should not be played at a volume likely to disturb the neighbourhood. At the end of their shift, employees will say goodbye to each other inside the premises and arrange for lifts or taxis to collect them at a convenient and safe stopping point away from residential properties.

3.8.10. Dispersal Summary

Staff shall be in place in and around the exits to wish patrons farewell and ask them to leave quietly and shall answer any questions regarding transport availability. Staff will address any departing patrons congregating outside of the site. Staff will at all times be aware of activity outside of the site and employ best efforts to minimise bad behaviour.

Management will identify areas of particular sensitivity (nearby residences) and provide a presence in those places to minimise potential problems. Whilst carrying out their duties outside of the site, all staff are trained not to behave in a manner likely to disturb the neighbourhood, conversation and laughter must be quiet. Longer-range communication should be through an earpiece, avoiding the need for raised voices.



Management staff will attach the utmost importance to the investigation of any complaints of noise nuisance or antisocial behaviour linked to Borough Yards or our Licensed Units. We will build and maintain links with local residents including hosting meetings at the site, where neighbours will be able to raise any issues directly. This will be supported through the telephone number of Borough Yards' Estate Manager being made available to all of our neighbours.

3.9. Noise Management Strategy

The Borough Yards' Management Team will be trained to be extremely considerate and respectful of all local stakeholders. This will also be required of all Occupiers, especially the Licenced Units. There are a number of residential properties in close proximity to Borough Yards and all noise will be managed from the scheme so as not to disturb people resting and sleeping in their homes.

There are a number of other licensed premises in the area and these may create noise but there is no reason why the Borough Yards operation will not be rigorously controlled so that any noise made is kept to a minimum. Consequently, there is a comprehensive approach to managing noise from Borough Yards, and from the area outside. The following points are critical to the Noise Management Strategy and are used in conjunction with the end of night Dispersal Policy:

- Any noise emanating from Borough Yards will not cause a nuisance at any nearby residential properties.
- Doors and windows to Licensed Units will be kept closed except for access and egress after 22:00hrs. This is to be monitored and enforced by staff positioned at each exit.
- The streets outside are to be monitored throughout all hours of operation. Noisy behaviour will not be tolerated. Any patrons found to be making excessive noise or any noise that may cause a nuisance to neighbours will be required to leave the area and excluded from the Borough Yards site.
- Licensed Units will aim to ensure no queue forms outside of their premises, managing waiting patrons inside. Where a number of groups arrive at the same time and cannot be accommodated inside, Licensed Units will ensure they are monitored in an identified location outside and brought inside as soon as possible.
- Patrons leaving Licensed Units temporarily to smoke, after 10pm, will be directed to the designated and managed smoking area (note, some Licensed Premises units have their own identified external areas, other will use the communal outside area within 'Soap Yard').



Figure 7 – Map Showing Designated Smoking Areas (Yellow Hatched with Red Outline)

- No regulated entertainment will take place outside.
- Arrangements are in place to ensure that deliveries to Licensed Premises will only take place between 07.00 – 10.00am Monday to Saturday and 08.00 – 10.00 Sunday and Bank Holidays, except where the need for access at other times is unavoidable and specific procedures are in place to limit disturbance.
- Glass recycling can make noise. Empty bottles will be placed in containers/bags inside our Licensed Premises. No empty bottles are to be tipped or thrown into outside storage receptacles between 10.00pm and 07.00am.
- Borough Yards and the Licensed Premise units will ensure that waste is correctly packaged and refuse can be removed quickly and efficiently.



- Any glass or bottles in the immediate vicinity of Borough Yards will be cleared and then safely disposed of, whether emanating from the Borough Yards site or not.
- The Borough Yards Management Team are proud to work in a Central London location. Borough Yards will endeavour to keep the area clean and attractive for guests, tenants and neighbours. This means dealing with debris outside that may have nothing to do with the scheme but in the interests of making this a better area will still be cleared up. This aids in influencing customer perception and thereby moderating behaviour.
- The Noise Management Strategy will be constantly reviewed and any needs of neighbours will be responded to quickly.

3.10. Cleaning

The common parts such as the streets and back of house areas will be cleaned regularly by contract cleaners instructed by the Managing Agent on behalf of the Landlord.

The cleaning of the demised premises is the Occupier's responsibility. The demised premises shall be kept in a clean and tidy condition. Windows, window frames and all glass in the demised premises should be cleaned as often as necessary. In the event of water or detergents being spilt onto common floors or external pavements during window cleaning operations, the necessary clearing of the same is to be promptly carried out by the Occupier.

Only window cleaners who have submitted RAMS document (risk assessment and method statement) and who carry public liability cover approved by the Management team will be allowed into landlord's areas. The only windows to be cleaned by the estate management cleaning company are the offices windows as per the AFL.

Occupiers may wish to use the same cleaning company as the Landlord for economies of scale and improved security. The site management team can provide details on request.

Occupiers are to provide their cleaners with secure storage within their own demise.

Where there is an interface e.g. unit fronts and external seating areas, occupiers must liaise with the estate management to ensure a satisfactory cleaning regime.

3.10.1. Cleaning and Waste

As part of the cleaning contract, the cleaners will be responsible for taking refuse for the communal refuse store in the basement up to the shared service area for collection a maximum of 30 minutes before the scheduled collection and return the bins to the stores a maximum of 30 minutes after collection.



3.11. Waste

The Borough Yards management team is committed to minimising its output of waste and taking positive action to segregate waste streams and recycle into the following principal waste streams as a managed service:

- Dry recyclables – plastic and paper
- Cardboard
- Wet non–recyclables e.g. food waste
- Glass recyclables
- Metal

Each commercial unit should allow for refuse storage within it, which is specified clearly within the fit out drawings for the unit. In addition to this daily storage, a whole site communal office and A1/A3 retail refuse and recycling store is provided at sub-basement level.

The occupiers of Borough Yards are responsible for segregating and taking their waste in clear securely tied clear plastic bags (food waste to be double bagged) to the refuse stores on a daily basis using the dedicated refuse lift. This transport of waste is only to take place in non-peak hours, to cause as little disturbance to guests at Borough Yards. Colour coded signs and bins will inform the retailer of which bin to put the relevant waste into.

A bin press will be located in the basement to reduce the waste volume and its storage. Food waste dewatering/digesting and composting will be explored to reduce the wet waste from the food and beverage operators.

Retailers will be encouraged to backhaul some of their waste streams such as cardboard and plastic back to their individual depots which will reduce the impact of freight activity within the scheme and surrounding road network.

A private contract agreement will be drawn up to collect the segregated and compacted refuse material. All pick-up times will be agreed and arranged with the on-site management to avoid peak/sensitive periods in accordance with Servicing Collection Times.

It is anticipated the collections per week will consist of the following number of bins;

- 11no. 1,100 litre bins
- 51no. 240 litre bins



It is not permitted under any circumstances to store refuse in the service corridor or on the floor of the common areas or bins stores. Any occupiers identified as responsible for this may be charged for its removal and cleaning. Borough Yards' onsite management team will ensure that waste is not left within the streets for long periods of time and take action where necessary when such rules are breached. No trade waste or building materials are permitted in the common area litter bins and the occupiers should liaise with Estate Management should they wish to arrange for the removal of waste by a skip/waste container. This may need to be removed out of hours so as not to interfere with the delivery regime in the loading bays.

Occupiers are responsible for the safe disposal of all types of electrical lamps and batteries (fluorescent tubes, sodium lamps, mercury lamps etc.). Arrangements should be made through approved waste contractors and necessary disposal procedures implemented.

Waste from Landlord common areas will be taken to the refuse store by the cleaning contractor.

Occupiers are responsible for the safe disposal of fat, oil or grease, which must be disposed of in waste drums or containers and via a recognised disposal agency. Under no circumstances should these materials be disposed of via drains. Occupiers may be liable for charges in the event of drain blockages being caused by such disposal methods.

Borough Yards recognises the need to minimise the impact of refuse for landfill generated within the scheme on the environment. The management of Borough Yards aims to ensure that occupiers maximise the proportion of waste that can be recycled so that we comply with statutory authority requirements.

3.12. Pest Control

Pest control for the landlord areas forms part of the contract which contains security and cleaning for the site. This will be re-charged back to the tenants via the service charge. Occupiers are responsible for employing the services of a pest control company for their unit and to carry out and document regular inspections.

3.13. MEP Maintenance

MEP (mechanical, electrical and public health) Maintenance will be both proactive via a Planned Preventative Maintenance (PPM) Programme and reactive, dealing with issues as they arise on site such as plant breakdown. PPM M&E Maintenance will be fully integrated with all the systems in the development in order to:

- Monitor and control all areas of common parts plant.
- Interface with all the M&E systems such as lighting, fire detection, fire suppression, access control.
- Be fully interfaced by loading an Asset Register into a PPM package (i.e. a Computer Aided Facilities Management – CAFM system) which will be time, event and calendar driven; to provide automated work orders for the engineering maintenance contractor.

The landlord MEP facilities will be maintained by the incumbent MEP contractor which includes the CHP district heating system for the site. In addition to the service charge, tenants will be re-charged for their



energy that they utilise that it generated from the CHP district heating system. All other utilities; electricity, gas and water, utilised by the tenants will need to be directly arranged by the tenant and the service providers.

There are PV panels located on the roof of building 1. These are to be utilised to the benefit of the Landlord with a view to using this to offset energy consumption for common areas from the national grid.

3.14. Landscaping

A landscaping contractor will be on board to manage the development landscapes within the public realm and on the roofs. The contractor will manage the planting requirements, lead-in times and growth planning through a PPM schedule.

3.15. Fabric Maintenance

Specifications will be obtained from O&Ms of all material finishes to ensure that the estate management team is aware of the maintenance requirements for each surface. The estate management team will manage and maintain those elements of the external façade and building envelope, which are the responsibility of Borough Yards, with the support of a building surveyor appointed by the managing agent. The estate management team will be responsible for all fabric issues, both internally and externally, with the exception of occupiers' demise, where the occupiers will be responsible for maintenance.

3.16. Footfall & Turnover

At each entrance to site, there will be footfall cameras to log the pedestrian traffic into and out of site. The data from these cameras will be fed into an analytics platform which can be reviewed by the Estate Management team and client. The location of all the site entrances and footfall cameras are as followed;

- Stoney Street pedestrian and vehicular
- Park Street pedestrian and vehicular
- Dirty Lane from Clink Street
- Stonecutters Lane from Stoney Street
- Stonecutters Lane from Bank End

Turnover data collected from each individual retailer will also be collected via the same platform so they can be analysed in conjunction with each other. In addition, this data will assist in risk assessing the need for appropriate security and marshalling provision at the site.

3.17. Cycling

Within the basement there are separate rooms for the allocation of cycle storage for the employees of each of the different tenant uses, these are as followed;

- Cinema – 4 spaces
- Office – 84 spaces
- Retail Food – 62 spaces
- Retail Non Food – 30 spaces



In addition within the shared service area there is cycle hoop allocation for the public, located at the following points;

- Bank End
- At the cross roads between Dirty Lane and Stonecutters Lane
- To the left of the scheme as you enter Soap Yard from Stoney Street.

Cyclists will not be permitted to cycle within the scheme and will be asked to dismount. This will be enforced by the Security/Banksmen Personnel and through site signage.

3.18. Health & Safety

The objectives for Borough Yards are:

- No accidents
- No harm to people and
- No damage to the environment.

To achieve these objectives, a framework has been developed to direct our health & safety processes and activity. The management team will manage all areas which form common parts demised, ensuring that the Health and Safety of visitors, retail occupiers, employees and visiting contractors is protected at all times. There will be a formal Health and Safety Policy Statement posted on the notice boards within the management office. A Health and Safety Manual for Borough Yards will be created and the responsibilities for Health and Safety within the development management team will be defined and communicated to all stakeholders.

3.19. Customer Service

People's behaviour is critical to our success. All staff are carefully selected and trained, and their skills and competencies regularly assessed. The site management team and property managers are trained to the same high standards using the Institute of Occupational Safety and Health (IOSH) together with BIFM accredited Environmental and Sustainability accredited courses. All site management team employees will receive customer service training focussed on delivering excellence.

All contractors working at Borough Yards whether on a permanent or temporary basis are expected to stand as ambassadors for the scheme, respecting and carry out the Borough Yards' rules and representing the client.

3.19.1. Enquiries & Complaints

Borough Yards management team welcomes the opinion of its customers whether this takes the form of a complaint, query or simply praise to the staff and occupiers who have provided good service and advice.



Any customer complaints, comments or queries about Borough Yards should be directed primarily to the Estate Manager. The Estate Manager or the appropriate team member will then contact the customer directly, keeping them informed of the result. If required, the complaint will be escalated to the managing agent or the landlord. Every staff member must ensure that they act with professionalism at all times.

3.19.2. Banning Notices

The Estate Management will have the ability to ban customers who continually cause trouble at Borough Yards.

Banning can be issued in two ways:

- Verbal ban (most commonly used)
- Written ban

Once banned, customers are generally banned for up to 6 months for the following reasons:

- Theft
- Drunk and disorderly or drug use
- Fighting
- Spitting
- Loitering
- General unruly conduct
- Anti-social behaviour.

If a banned member of the public is seen, the Security Personnel should be notified. Pictures and details of banned people are kept on file for reference, but for data protection reasons access to this data is restricted.

3.20. Signage and Branding

Throughout the scheme will be signage and wayfinding to ensure that users and stakeholders of Borough Yards can easily navigate themselves around the scheme. It is the clients' discretion as to whether contractors on the site should adhere to the Borough Yards branding.

3.21. Marketing and Events

At Borough Yards a Marketing Strategy will be developed, encompassing all the marketing tools, to ensure the Borough Yards brand is launched and maintained. Site activation and marketing needs to be aligned with the retail strategy and with no competition with retail operators. These will include:

- Pre-opening events and marketing strategy to ensure the brand remains relevant during the build up to completion.
- Early place shaping events will continue during the early phases to deliver strong tailored message identifying the public environment.



- A hoarding strategy as the retail units come forward
- The Borough Yards website and social media pages.

3.22. Pandemic Strategy

Pandemics, national and localised outbreaks of infectious diseases, such as influenza, coronavirus or measles can have serious implications for businesses and society. The management team will prepare a policy and procedure in relation to Pandemic and Infectious Diseases specifically for Borough Yards with support and guidance from the managing agent, local and central government.

3.23. Sustainability

In the management of Borough Yards, there will be the following sustainability targets:

- Hold regular sustainability meetings to discuss opportunities within the scheme
- Encourage occupiers to work in conjunction with The Occupier Handbook
- Reduce water consumption across the scheme and implement measures where possible to reduce usage
- Report on total and segregated scheme waste by percentage for recycling with a target of zero to landfill
- Increase biodiversity across the Scheme.
- Work with local community groups, charities and groups to increase community engagement
- Increase opportunities for green travel such as promoting occupier travel plans
- Benchmark energy usage across the scheme to identify trends and endeavour to reduce consumption where possible in conjunction with Energy Consultants.
- Encourage local employment at Living wage rates
- Manage our supply chain responsibly

Within the scheme we will also ensure that we comply with the BREEAM New Construction Credits to withhold the proposed Excellent rating for the office buildings and Very Good for the arches.



4. Occupier & Stakeholder Communication

4.1. Website & Social Media

The links below will be used to market Borough Yards, to promote the scheme, occupiers and marketing initiatives. The management team encourage all occupiers to promote these and engage with the marketing strategy.

Borough Yards Website:	www.boroughyards.com
Borough Yards Twitter:	@BoroughYards
Borough Yards Facebook:	Borough Yards
Borough Yards Instagram:	boroughyards
Borough Yards TikTok:	BoroughYards

The Estate Manager will visit each unit on a regular basis to check in and provide an update on any changes across the scheme.

4.2. Occupier Portal

Borough Yards will have a bespoke occupier portal as a means of communication with all occupiers which includes the translation of Borough Yards site specific information, tenant-alert signals and to inform all of and help to manage any major incidents and evacuations. There is a full set of apps for: bomb warning, security management, firearms and weapons attack, retail occupancy, evacuation, disabled refuge, muster point, guard tour, retail occupancy, and in-development email.

4.3. Commercialisation

A Commercialisation Strategy Document will be created which will outline the commercialisation objectives. Commercialisation will be controlled by the managing agent on behalf of Borough Yards and be linked to wider event and place shaping strategies and an annual calendar.

4.4. Opportunities

There are a number of ways that income can be raised through commercialisation. These include:

- Filming and photography
- Hiring the shared service area for events including markets
- Pop ups
- Digital advertising boards
- High quality experiential offers linking events with commercialisation
- Wi-Fi in public spaces
- Sponsorship

New Premises Licences Application

The Borough Yards Development

1 Bank End, London SE1 9BU

Expert Licensing Policy Report

1. Case overview

1.1 I have received instructions from Keystone Law, 48 Chancery Lane, London, WC2A 1JF, acting on behalf of Mark Bermondsey (Guernsey) Limited, the owners of 1 Bank End, London SE1 9BU in respect of Applications for new Premises Licences, pertaining to the extensive re-development of this site.

1.2 The development site in question has a long history as a prominent visitor attraction and private functions venue within South London, having operated as 'Vinopolis', a museum of wine and wine-themed events-space that closed its doors in 2015.

1.3 In April and May 2021, Keystone Law provided me with various documents pertaining to the application for new Premises Licences at the site. These comprised: the Premises Licence Applications, the Development Plan, Management Plan and the 'Shadow Licence' for the premises inherited from its former operators. The Applications each included lists of 'Proposed Draft Conditions' suggested for the new Restaurant and Bar premises in response to statutory Licensing Objectives and local Licensing Policies and context.

1.4 I was also provided with the Representations from the Licensing Authority, from the Southwark Environmental Protection Team and from Interested Parties, including local residents, a local councilor, businesses and property owners / property managers. Following pre-application consultation, there were no Representations from the Metropolitan Police Service, or the Fire Service.

1.5 In preparing this document, I also read Southwark Council's 'Statement of Licensing Policy, 2021-2026', a Council / Partnership data analysis on Cumulative Impact from 2017 (found through on-line research) and following my direct request to the Southwark Licensing Team, detailed maps of the Southwark Cumulative Impact Areas (CIAs) and a Partnership data analysis dated May 2019. Read in combination, these documents gave insight into both the specifics of the proposed licensable activities at the site and their 'fit' within the broader policy context of the Borough Yards application.

1.6 Upon reading this documentation, I agreed to prepare this report setting out my professional assessment of how the Borough Yards proposals might effect promotion of the Licensing Objectives in this part of Borough and Bankside. I make specific reference to issues of cumulative impact, to Southwark's Licensing Policies and to my experience of gathering and assessing research data to inform the drafting of Cumulative Impact Policies.

2. Background

2.1 My usual procedure in these matters is to visit licensed premises and their surroundings and make detailed in-situ observations in preparing my report. Due to the current lockdown measures I have been unable to proceed as normal. I think it would be fair to assume that what I may have found at any time since March 2020 would not be representative of the situation as it pertained in 2019, or indeed the situation that will pertain as licensed premises fully re-open for business.

2.2 At this point it is worth mentioning that the Southwark Cumulative Impact Assessments I have seen from 2017 and 2019 are based on retrospective data from 2013-2016 and 2018-2019 respectively and it appears to be this pre-pandemic evidence that has fed into the consultation and drafting of the 2021 Licensing Policy. The Southwark Council analysis (at least that which I have had access to), in tandem with my own, does not include observational research conducted in 2020 or 2021, or indeed, observational research of any kind.

2.3 Observational research and 'behaviour audits' are typically used to validate, contextualize, and nuance areas characterized by cumulative impact in key data sets – that is, to 'make sense of / explain' what the data is showing in terms of possible causation. However, gaining such a detailed understanding of the dynamics and fabric of the City and licensed premises within it has unfortunately been unfeasible due to the circumstances imposed by COVID-19 since the Spring of 2020.

2.4 Up until March 2020 I was a regular visitor to London at night as part of my work. Historically this has included being instructed by Licensing Authorities such as Westminster, Hackney and The City as Respondents to Licensing Appeals concerning premises falling within Cumulative Impact Areas (CIAs).

2.5 In 2016-2017 I was commissioned by the City of Westminster to conduct a 'Mayfair Cumulative Impact Assessment observational report' This work was referenced by Westminster in their October 2020 'Licensing Policy Consultation' and in the Cumulative Impact Assessment when discussing the evidence base for cumulative impacts on the Licensing Objectives in Mayfair and also the Council's proposals for allocating certain parts of Mayfair to the new category of a 'Special Consideration Zone' (SCZ).

2.6 Previous to this, I designed and lead research commissioned by the City of Westminster to assess cumulative impacts in the West End as part of the evidence base for Westminster's Statement of Licensing Policy 2016-2021. This work was presented to the Council in 2015 as the results of the '*Westminster Evening and Night-time Behaviour Audit 2013-14*'. I have presented similar

major Cumulative Impact Assessment research exercises in recent years to the Borough Councils of Hackney and Camden.

2.7 The above projects involved detailed observations and measurements of cumulative impacts. The work was conducted in multiple locations and was 'longitudinal' rather than providing brief snapshots; that is to say, the work involved numerous visits and numerous hours of work in-situ across several months in order to chart seasonal fluctuations in the ways patrons of licensed premises were using late-night public spaces and the transport systems when dispersing from night venues.

2.8 In addition to the primary on-street data collection, I made comprehensive 'audits' of licensed premises at a street-by-street-level in and around the research locations, focusing on an assessment of the premises' core functionality and their trading hours; as advertised and as observed. Observation notes and photographic evidence were also collected with regards to safety and security management, including queue control and patron dispersal procedures. The research also considered issues such as the availability and uptake of various transport options, plus the impact of licensed premises on the quality of life for local residents and businesses, especially with regards to noise disturbance late at night, involving the patrons of licensed premises as pedestrians, public transport users and the drivers and passengers of private motor vehicles.

3. Key Aspects of the Borough Yards Development

3.1 The site is located beneath the arches of a Victorian railway viaduct at Bankside, to the east of Southwark Bridge and close to London Bridge on the southern side of the River Thames, just to the south of the riverside. As noted above, it formerly operated as 'Vinopolis', a museum and event-space dedicated to the history and appreciation of wine. These premises closed in December 2015, after 16 years of trading at the site.

3.2 Vinopolis had an attached restaurant, Cantina Vinopolis, and wine was available for sale at the attached Laithwaites Wine Store. Vinopolis spanned 6367 Square Metres (SQM). Within the complex there was also a specialist whisky retailer, The Whiskey Exchange, which offered a range of several hundred whiskies and other spirits for sale. The Whiskey Exchange organised various whisky tasting events throughout the year. The complex was well known for hosting large corporate events with a focus on its wine provision and wine appreciation by guests.

3.3 In its new guise, it appears that the site is to move away from this focus on alcohol and large private functions ('wet-led' uses), to be redeveloped into a mixed-use complex containing retail and leisure/hospitality uses. The developers have lodged a total of 16 applications for new Premises Licences to cover the various leisure and hospitality units within the site. The development is located within Southwark Council's 'Borough and Bankside Cumulative Impact Area'; however, the applicant is, in part, relying on the Shadow Premises Licence they hold for the Vinopolis premises which demonstrates the site's long history as a leisure and hospitality destination. The applicant now holds the Primary and Shadow Licences relating to Vinopolis and it is understood that these licences will be surrendered should the current applications be granted.

3.4 The 16 applications are split into 2 types of operation; "Bar" and "Restaurant". The primary differences between the two are that in the Restaurant units, permission for alcohol sales is requested only where such sales are ancillary to a meal. Both the 'Bars' and the 'Restaurants' are proposed to close at midnight in line with the Planning Permissions obtained for the site. Midnight closures for Restaurants and for Bars (on Fridays and Saturdays) are in accordance with Southwark Council's 'suggested closing times for licensed premises' in Borough and Bankside locations (Para 176, Statement of Licensing Policy). The application for closure of Bars at midnight Sunday-Thursday falls outside of the Council's 'hours policy' by 1-hour (the Licensing Policy suggests a closing time of 23:00).

3.5 The applicant has prepared a site plan detailing the specific location within the site, of each of the proposed licenced premises. Through its planned investments in the development of new restaurant facilities the Application appears to materially increase the provision for dining and substantial meals in comparison with the core functionality of the former activities at this site, whilst reducing the amount of licensed space overall by 1706 SQM. Three units - 205, 207 and 192A are requested for licensing as 'Bars'; in the remaining 13 licensed spaces the requested licences require that alcohol be served only as ancillary to a meal.

3.6 According to the Applicant's Plan, 601 SQM will be devoted to Bar space (including the hybrid Unit 207) and 2994 SQM to Restaurant uses (including Units 215 and 230 which are now intended for 'Restaurant' use) which has further shifted the proposal towards food-led offers. In sum, the amount of space devoted to 'wet-led' (alcohol-focused) activity therefore appears to be reducing very significantly in comparison with the days of Vinopolis.

3.7 The Shadow Licence for the premises permits a Closing Time of 02:00 across the whole week. Condition 307 on this Licence allows: 'That the maximum number of persons that may be accommodated within the licensed area at any one time shall not exceed 1250.' Importantly, when Vinopolis operated as one unit this could result in large numbers of persons leaving corporate events at or around 02:00 in the morning on any day of the week. The current proposals prevent this from happening with substantially earlier closing times across individually operated units, most of which are focused on dining. Furthermore, it would be extremely unlikely for all the units to be operating to maximum capacity at the same time.

3.8 From the above ones sees that the current Application requests a material decrease in both the hours of trading at the premises and the alcohol-led activities within the licensed areas of the site in comparison with how the premises operated in its previous guise. The new proposals also remove the risk of a 'mass exodus' occurring when large events close. More gradual and

controllable patron dispersals are thereby 'designed-in' to the current proposals in comparison to the previous licensable activities.

3.9 Furthermore the reduction in closing times is an important gain for the Licensing Objectives. It is well-established in research and practice that the majority of problems associated with excess alcohol consumption occur in and around 'wet-led' premises operating into the late-night. This is underlined by the Late-Night Levy legislation which introduces powers to fund additional safety and security measures, through levies, only in relation to premises operating in the midnight to 06:00 hours period.

4. The Southwark 'Borough and Bankside Cumulative Impact Area': Policy wording and underlying evidence-base

4.1 In the Southwark Statement of Licensing Policy 2021-2026 the range of licensed premises falling within the 'Borough and Bankside Cumulative Impact Area' is very broad, as listed at Paragraph 150:

'The classes of premises within the area to which the policy shall apply will be night-clubs / public houses and bars / restaurants and cafes / off-licences, supermarkets and grocers.'

4.2 The only major categories of licensed premises not included appear to be Late-Night Refreshment (not serving alcohol) and Hotels. In my experience of reading similar Statements from London Boroughs and from Councils across England and Wales this looks to be an especially broad list of premises, with very different functionalities and potentials for patron behaviour to impact negatively (or indeed positively) on the public realm.

4.3 An aspect of the Policy I find surprising, given its 2021 publication, is the absence of any mention of COVID-19 and the effects of the pandemic on the hospitality industry and tourism. Paragraphs 15-17, which 'set the scene' for the

Policy, appear to describe the flourishing Evening and Night-time Economy (ENTE) of 2019.

4.4 The pandemic has not only created a major downturn in business activity, it has also required a much reduced visitor footfall and produced potentially far-reaching changes to consumer behaviours and attitudes¹. One might expect that Southwark, in tandem with other Boroughs, would be seeking to measure and assess these changes as we move out of lockdown, given that there are such potentially profound effects on licensed premises and visitor attractions within areas such as Borough and Bankside.

4.5 Southwark Council's Cumulative Impact Assessments (the evidence-base for its Cumulative Impact Policies) are not included in the Licensing Authority Representations, or published within, or as an Appendix to, the Statement of Licensing Policy, or as stand-alone documents on the Council's Licensing webpages. Reference is made within the Statement as to the Assessments being available from the Licensing Department at Southwark on request, along with the maps detailing the exact boundary lines of the CIAs. In accordance with these instructions I sent an email request on 30th April 2021 at 10.54 hours, as follows:

'Dear Licensing at Southwark

I write regarding background information concerning Southwark's Statement of Licensing Policy.

I am an independent expert witness instructed by Keystone Law who act on behalf of the Applicants for New Premises Licences within the Borough Yards Development at 1 Bank End, London SE1 9BU.

¹ ARUP, Gerald Eve and the LSE 'The Economic Future of the Central Activities Zone (CAZ): Greater London Authority (GLA) Phase 1 Report Office Use Trends and the CAZ ecosystem', January 2021.

My request is prompted by my need to understand the data and analysis that underpins the Southwark Licensing Policy when preparing my reporting and also to get a clear and detailed picture of the boundaries of the Borough and Bankside Cumulative Impact Area.

I refer to Para 26 of the Policy:

'26. A copy of the latest partnership analysis and the statistics relied on above can be obtained from the licensing service (see Appendix A for contact details). Such information informs the direction of resources within the Council and partner agencies.'

and

'146. Detailed maps are available from the Licensing Team. However, the boundaries of each local CIA are explained here. A copy of the latest partnership analysis of alcohol-related harm and the Environmental Protection Team analysis of noise nuisance complaints is also available upon request from Licensing (see Appendix A for contact details). The effects of each policy will continue to be monitored and reported to the Licensing Committee periodically. A policy will be removed when no longer needed.'

I would be grateful if you were able to provide me with this information at your earliest convenience and in time for me to consider the map of the Borough and Bankside CIA and the partnership and EPT data analysis underpinning its designation as a CIA within my reporting which needs to be conducted within the next 7-10 days.

Thank you. I look forward to hearing from yourselves.

Best regards

Phil Hadfield'

4.6 I received a response to this request from Mr Andrew Heron, Principal Licensing Officer, Southwark Licensing Unit, on 11 May 2021 at 16.24 hours. The email included links to maps showing the CIA boundaries in detail and an attached file containing the CI data assessment of May 2019 (to be discussed below), which Mr Heron mentioned had been used for the CIA review as part of the Licensing Policy Consultation process.

4.7 In the intervening period I had conducted on-line searches and found a document entitled 'Cumulative Impact Policy (CIP) Review 2017' authored by Julian Pepper, Community Safety Analyst – Regulatory Services at Southwark Council. The Document is headed 'Appendix A' and I assume it also fed into Southwark's Licensing Policy Review process. At the foot of the Title Page the document is summarised as:

'Examining levels of recorded alcohol-related offending and ambulance call-outs in designated parts of Southwark.'

Using crime data from the MPS (Metropolitan Police Service) and call-out data from LAS (London Ambulance Service), the analysis contained within this document has been prepared to inform the decision making process surrounding maintaining, revising or removing the existing CIZs (Cumulative Impact Zones) and the additional three CIZs under review.'

4.8 At Page 2 we see:

'The date range for MPS data included January 2013 to the end of December 2016. The date range for LAS data included January 2013 to the end of December 2015.'

4.9 On Page 8 at Figures 9 on 10 one sees the 'hot spot mapping' for alcohol-related violence and London Ambulance Service (LAS) call-out locations respectively. In both cases, when magnified, one can see that the 'heat points' in Bankside for both measures are very heavily concentrated within Borough Market and notably just to the south of the Market area on Borough High Street. Stoney Street - which forms the closest point of the

Borough Yards development – is not covered by the red or yellow shading; nor are Park Street, Bank End, or Clink Street, which form the other parameters of the development.

4.10 Although Vinopolis was trading during the time-period analysed the venue location does not appear to correlate with concentrations of incidents as recorded in this 2017 spatial analysis. The concentration of recorded violence in Borough Market appears especially marked and it does not appear from the mappings that violence is widespread throughout the CIA, perhaps suggesting that the CIA boundary is quite liberally drawn, encompassing areas that are relatively 'quiet'. Looking at this analysis one might ask why it was considered appropriate to include such a wide area within the Borough and Bankside CIA when the intensity of incidents so strongly indicates that the issues are largely confined within and immediately around the concentration of licensed premises at Borough Market.

4.11 The May 2019 analysis provided by Mr Heron has no noted authorship from an individual, but is headed as emanating from the 'Regulatory Services: Divisional Analytical and Business Service'. The Methodology is described on Page 3:

'Analysis was undertaken on four incident report types, using local MPS crime data and London Ambulance Service (LAS) alcohol call-out data covering financial year 2018/19.

Two separate crime data cohorts were used. The first cohort, in line with previous reviews, was all crime reports with a drink-related feature code. The second cohort, a bespoke violent crime dataset, will be used as a baseline for future reviews. Incidents of domestic abuse, road rage, safeguarding and gang related offences have been removed for the bespoke crime dataset. BTP crime data is not included in the analysis.

Anti-social behaviour (ASB) calls to the police were also examined for the same time period. Any ASB call categorised as rowdy behaviour, or street drinking have been included in the dataset.'

4.12 There are further explanations of the change in methodology at Page 4:

'The upturn in alcohol-related LAS call outs is a result of a methodology change within the report. Where previously this dataset was mapped as a point basis, this is year it has been to LSOA (Lower Layer Super Output Area – A Geographical Census Area).'

Whilst

'The bespoke violence dataset is only violence that happens on the street and commercial premises.'

4.13 In summary, the 2019 methodology is suggested as putting forward statistical measures of Cumulative Impact that are more defined and targeted on the categories of incident that have the most relevance for Licensing Policy and licensing deliberations. I am not sure this is correct. The new measures sharpen the focus on Crime and Disorder and Public Nuisance, however they reduce the focus on the other two Licensing Objectives: Public Safety and the Protection of Children from Harm. Clearly the new Southwark approach seeks to sharpen its attention on alcohol-related violence offences in public spaces, on public drunkenness and on rowdy behaviour.

4.14 In relation to the 'Heat Maps' that show the location of recorded incidents there are important losses of specificity in the 2019 analysis in comparison with the 2017 review prepared by the Community Safety Analyst. Whilst areas shaded deep red are now much more widespread across the mappings, Street Names are no longer visible and the maps cannot be magnified to increase precision. This means that one can only see a very broad visual picture. The picture shown gives a dramatically different impression to the earlier document. It indicates that alcohol-related problems are much higher in Borough and Bankside than in other areas of the Borough and that they are widespread throughout the CIA, rather than being quite tightly focussed in and just below Borough Market, as the earlier mappings had indicated.

4.15 I am unsure what to conclude from the starkly different impressions that the two documents convey. Ideally there would be an opportunity to question the authors of the two reviews in order to elicit their views. I suspect that the answers may be found in the

different approaches to data recording and presentation of heat-mapping analysis. Nonetheless, I would say that the ability to drill down as closely as possible to defined locations is essential in all types of CI analysis so that one can be sure that policies are appropriate and justified and not overly-generalised.

4.16 It is also important to point out that neither of the data reviews maps the location of recorded incidents against the location of licensed premises in the Borough. This reduces the ability to conclude with confidence that the patrons of licensed premises licensed by the Borough are causing the problems so recorded. Here the limits of statistical analysis in the absence of observational research to validate data patterns, becomes apparent.

4.17 External sources of analysis from 2017 are also available on-line in the work conducted by Carolyn A. Sharpe, a Policy Officer in the Department of Primary Care and Public Health, School of Public Health, Imperial College London. Sharpe conducted 'evaluation' of the implementation of Southwark's Three Cumulative Impact Zones. In a series of reports and academic journal articles she reports some interesting and surprising findings, notably that:

'CIZ success is not about limiting outlet density, it is the objection and negotiation process that is key' ('Key Message Slide 24').²

and:

'The study findings suggest that if CIZs form an effective approach to supply-side control, they do not necessarily restrict the number of licensed venues in numerical terms. We speculate that applicants may 'raise their game' and request conditions and hours more consistent with local policy'.³

² Sharpe et al., (2017) Evaluating Southwark's Three Cumulative Impact Zones. Southwark's Joint Strategic Needs Assessment (JSNA). Southwark Council: London.

³ Paragraph entitled 'What the study adds' (pg. e266) in Sharpe et., al. 'Controlling alcohol availability through local policy: an observational study to evaluate Cumulative Impact Zones in a London borough' *Journal of Public Health*, 40:3, September 2018, Pages e260-e268, <https://doi.org/10.1093/pubmed/fox167>

4.18 The Sharpe et al. Joint Strategic Needs Assessment (JSNA) shows a cluster of licensed premises in the Borough and Bankside CIA, but is silent as to the underlying justifications for the CIA, ie. there is no analysis (or summary) of crime, disorder, nuisance, or public safety impacts data and the patterning of such data over time so as to meet the statutory objectives of a Cumulative Impact Policy. The analysis focuses on 'policy outcomes' in terms of the numbers and types of licensing applications received and granted in the CIA. The research approaches the issues from a 'Public Health' perspective. It therefore measures the 'successes' of the CIA policies, not in terms of their statutory purposes, but rather in changing the nature of applications, driving up operating standards and improving the diversity of the evening and night-time economy (whilst not suppressing the numbers of new investments and new openings). There is no analysis of the successes or failures of the Policy in terms of the Licensing Objectives – notably on reducing negative *cumulative* impacts on the Licensing Objectives in the Borough.

4.19 These distinctions are important as they raise questions as to Southwark Council's approach. Whilst it is laudable - indeed essential – to drive up standards of operation in licensed premises whenever possible (and these high standards may help improve public health, as well as supporting the Licensing Objectives), I am not sure that the UK Home Office intended CIAs to be the appropriate tool for this purpose; the purpose of CIAs, as generally applied, is to respond to firm evidence of *negative cumulative impacts in clearly defined localities*.

4.20 The Revised Guidance issued in April 2018 by the Home Office under Section 182 Guidance of the Licensing Act 2003 devotes six pages (pp. 109-115) to the procedures for measuring and responding to 'The cumulative impact of a concentration of licensed premises' within Statements of Licensing Policy.

4.21 Under the heading 'Steps to publishing a cumulative impact assessment'. Para 14.34 of the Guidance states that Licensing Authorities should: '*Subject to the outcome of the consultation, include and publish details of the CIA, including the evidence in support of the assessment and the particular kinds of premises the assessment relates to.*'

Then at Para 14.43:

'As noted above, CIAs may apply to the impact of a concentration of any licensed premises, including those licensed for the sale of alcohol on or off the premises, and premises licensed to provide late-night refreshment. When establishing its evidence base for publishing a CIA, licensing authorities should be considering the contribution to cumulative impact made by different types of premises within its area, in order to determine the appropriateness of including different types of licensed premises within the CIA.'

Directly following these sections, the HO Guidance goes on to list other available mechanisms for controlling cumulative impact.

4.22 In considering the Home Office's intentions as outlined above I would question if Southwark Council have been sufficiently transparent in publishing their CIA assessment evidence, whether they have demonstrated consideration of the impacts of different types of licensed premises, or have implemented more appropriate regulatory mechanisms for raising standards of operations in licensed premises which do not automatically impose 'presumptions to deny' applications across large swathes of geographical area.

4.22 I suspect, judging from the material I was able to locate from 2017, that boundaries of a CIA justified by the evidence of *CI* might be drawn quite tightly around Borough Market in order to present a proportionate policy response to the available evidence of Cumulative Impact. I believe that such a measured approach is to be preferred (because the purpose of CIAs *is* to limit outlet densities – at least for premises of certain locally-defined 'types') and that the Home Office Guidance suggests (because this is a stringent control measure)

that CIA boundaries be justified by the evidence and not liberally applied to include large areas.

5. Addressing the Representations

5.1 Given the points raised above, it seems to me that there is a strong likelihood that the Borough Yards Development is going to have fewer negative impacts on the Licensing Objectives than the site in its previous guise. It also seems apparent - given a lack of firm and convincing evidence to the contrary – that any negative impacts that may occur will be specific to the operations at Borough Yards, rather than forming part of a broader ecology of intensive *cumulative* impacts in the locality.

5.2 It therefore appears that the most appropriate course of action for addressing the points raised in the Licensing Authority, Environmental Protection Team and Interested Party Representations would be to agree Conditions to be attached to the Restaurant and Bar applications so as to provide additional (and enforceable) community protections and enshrine 'best practice'.

5.3 A suitable list of Conditions would address issues such as Door Supervision, premises' capacity limits, the management of 'winding down' periods and patron dispersal, transport assistance for patrons, the control of noise, glass collection and waste disposal, CCTV coverage and image sharing, the use of outdoor spaces and last entry times. I believe that the Applicants, following advice from an expert acoustician and a former senior Police Officer are drawing up a suitable list of Conditions that address the relevant issues in detail.

6. The effects of the COVID-19 Pandemic

6.1 The Southwark Licensing Policy Statement is silent as to the fact that footfall is not currently at pre-March 2020 levels and that the continuing health risks and fluidity of the pandemic, including restrictions on international travel, the emergence of new disease variants, the undermining of consumer confidence and changes in social perceptions and habits, together with the possible rapid re-imposition of controls, create a high degree of uncertainty as to when, if ever, pre-pandemic footfalls will return. These concerns are raised in the detailed analysis of ARUP, Gerald Eve and the LSE in their report 'The Economic Future of the Central Activities Zone (CAZ)' published in January 2021 as Phase 1 of a major programme of evidence collection and trend monitoring commissioned by the GLA.

6.2 An alternative position – which is supported by more recent evidence of catastrophic reductions in business activity and footfall – is for the Policy to adopt a more flexible and pro-active position, one that aims in 2021 to support the rapid re-generation of the key entertainment, hospitality and creative and cultural sectors that have suffered a relatively more extreme retrenchment as a result of the pandemic.

6.3 This is not to suggest that, in response to the pandemic, the Licensing Authority should, as a matter of course relax the parameters of the Licensing Objectives they are required to pursue under the Licensing Act 2003, i.e. prevention of crime and disorder; promotion of public safety; prevention of public nuisance and protection of children from harm. The suggestion is that Southwark could take a more flexible position which reflects the pressure that licensed premises are under, the drop-off in footfalls and spending that are being experienced and the ways that drop-offs in both will also be driving down the 'pressures of use' and associated negative impacts recorded in previous years. Clearly, areas such as Borough Market have a very long history of intensive use, however these are unprecedented times and pre-pandemic consumer confidence and footfalls are unlikely to return for some time, whilst

hospitality appears to be 'at the front of the queue' in terms of the imposition of lockdown measures.

6.4 Crime and disorder patterns in nightlife, as well as other aspects such as noise nuisance, are shaped by the 'routine activities' of crowds, the intensity of use within urban spaces and the competition for (sometimes) scarce resources such as safe transport, shelter and food late at night. Whilst there is certainly some pent-up demand for entertainment as lockdown measures ease, projections for Central London, such as those produced by ARUP, Gerald Eve and the LSE (for the GLA) suggest a gradual recovery in visitor footfall and much uncertainty as to when and if, pre-pandemic levels will return.

6.5 Of course, supporting continued investment in struggling industries, whilst laudable, is not a 'Licensing Objective'. However, I believe that supporting and sustaining the diversification of night-time offers certainly is in pursuit of the Licensing Objectives and is worthy of serious consideration in the current context. Lower densities of activity in Borough and Bankside, will I believe, be accompanied, for the foreseeable future by measurably reduced numbers in the data sets used by Southwark to assess cumulative impact, in comparison with pre-pandemic levels.

6.6 I would recommend that the Licensing Authority seek to measure and evaluate these data trends from current lockdown easing forwards for the next two to three years in order to demonstrate the proportionality and appropriateness of their Licensing Policies in a revised Cumulative Impact Assessment exercise.

7. Conclusions

7.1 The applicant is proposing reduced operating hours and a move away from drink-led offers and 02:00 closing hours in a landmark, refurbished development site that has a long-established 'footprint' within the fabric of Southwark at night.

The location in question appears, from the Council's own (2017) data analysis, to fall outside of the core area where recorded crimes of alcohol-related violence and LAS call-outs occur.

7.2 The proposed operations do not constitute the type of 'bar' or 'nightclub' operations that CIA Policies are typically concerned to control, but rather a cluster of smaller capacity 'units' that are, for the most part 'food-led' and therefore quite appropriately licensed as 'Restaurants'. The proposals are not for late-night drinking, or clubbing venues.

7.3 This element of diversification, combined with the well-planned dispersal, transport and noise management Conditions that the applicant offers suggest that the Licensing Policy may justifiably be interpreted with flexibility in this case. I do not believe that the Borough Yard proposals are of threat to the Licensing Objectives, indeed they are likely to reduce the impacts on the neighbouring environment in comparison with the previous operations of a large-scale events venue on this site, especially given the current downturns in footfall and consumer confidence that are being felt across Central London.

7.4 In relation to the effects of the COVID-19 pandemic on tourism and visitor activity, I would suggest that a more tentative and flexible approach is now required to navigate a changed environment, whilst the on-going effects of the pandemic on the hospitality industry within the Borough are monitored.

7.5 Many concerns in relation to the Licensing Objectives will be addressed by the closing times of the licensed premises within the development; the times proposed will go a long way in defining the audience. Younger audiences and 'clubbers' will not be attracted to premises with a closing time of midnight.

7.6 It is notable that the Metropolitan Police Service has not made a Representation, nor will the licensed premises within Borough Yards fall within the Southwark Late-Night Levy (LNL) scheme. LNL legislation is itself based upon the known patterning of negative outcomes, whereby notable threats to the Licensing Objectives occur when licensed premises trade beyond midnight.

Under the LNL those premises trading into the early hours of the morning are required to make additional financial contributions to the policing and safety management of the public realm, thereby helping protect their patrons and local communities. The scheme has not been deemed relevant to premises closing at, or before, midnight.

7.7 The new outlets within Borough Yards will increase the food offer in comparison with what has gone before. It is notable that the City of Westminster, for example, have long exempted food-led businesses from their Cumulative Impact Policies, where such premises close no later than midnight (Fri-Sat) and 23:30 hours through the week. This is because such dining venues have not been associated with negative cumulative impacts on the Licensing Objectives even within the West End (the largest Evening and Night-time Economy in Europe). In Westminster, Restaurants have been recognized as a vital supportive link to the cultural offers of the West End, notably theatre-land.

7.8 Licensed premises operating within the development will be required to meet the minimum standards of a comprehensive Management Plan imposed by the landlords and enforceable through the Conditions placed upon their licences.

7.9 Given the issues raised above and the extent of the well-drafted, enforceable Conditions and Management Plan proposed I have no hesitation in recommending that this Application be approved. The grant of these licence applications is unlikely to negatively effect the cumulative impact in Borough and Bankside and the nature of the venues makes it likely the Borough Yards development will make a positive contribution to the area and to the Licensing Objectives more generally.

8. Declaration

To the best of my knowledge and experience all matters relevant to the issues on which my expert evidence is offered have been included in this report. I believe that the facts I have stated in this report are honest and true and that the opinions I have expressed are correct to the best of my judgement. The fee for this report is not conditional upon the outcome of the licensing application in any way whatsoever.



P.M. Hadfield

Director www.philhadfield.co.uk

Advisory Board, Centre for Criminal Justice Studies, School of Law,
University of Leeds

25 May 2021

9. The Author: Professional Biography

Dr. Phil Hadfield is a Social Scientist and Director of www.philhadfield.co.uk an Independent Research Consultancy based in Leeds. Phil's work addresses research / data needs, problem-solving and cost v benefit analysis for clients in urban cultural planning, place management, community safety, public health and regulatory matters, with special reference to Evening and Night-time Economies (ENTE's).

Phil has a background in academia and Research Council / NGO-funded projects. He holds (or has held) Advisory Board / Steering Group roles at the University of Leeds, London School of Hygiene & Tropical Medicine, the Institute of Alcohol Studies and the City of Bordeaux. He is on the International Editorial Board of the journal Contemporary Drug Problems.

Phil has advised many Licensing Authorities, notably the City of Westminster, Camden, Hackney, Liverpool, and the City of London on their licensing policies, together with contributions to the City of Sydney, 'Open Sydney' research Programme and three EC-funded Pan-European Research Programmes.

He is the author or co-author of some of the leading (highest citation) books and research articles on the ENTE. Through his work as an Expert Witness, Phil has considerable practical experience of evidence-gathering and decision-making processes within a UK licensing framework.

Key recent projects:

The London Night-Time Data Observatory

In 2020 Phil worked in collaboration with Arcola Research LLP and the Greater London Authority (GLA) to develop a data-monitoring tool, producing outputs that can inform the future of nightlife policy across the Capital. COVID-19 Resilience is one of the six Dashboard Indicators of the Observatory that will be

used to monitor the 'health' of London's ENTE.
The first iteration of the London Night-Time Observatory has been launched
here: <https://data.london.gov.uk/night-time-observatory/>

INDEPENDENT EXPERT REPORT
FOR LONDON BOROUGH OF SOUTHWARK'S
LICENSING SUB-COMMITTEE

"BOROUGH YARD"

1 BANK END, LONDON. SE1 9BU

By Andrew Bamber

Dated: 20th May 2021

Executive Summary

The applicant clearly understands the 4 licensing objectives, their responsibilities and the importance and sensitivities of the Council's Borough and Bankside cumulative impact zone.

The police and the prominent board of Better Bankside have made no representations in respect of the applications for licences even though the development is within the Borough and Bankside cumulative impact zone.

In developing their strategies to operate at this location the applicants have clearly demonstrated a desire and willingness to work in partnership with the licensing authority, the police, and local community groups and residents.

They have engaged independent experts to risk assess the operating environment and developed effective noise and dispersal strategies to fit with the overall operating schedules.

The views and guidance of the Borough's Principal Licensing officer and Environmental Health team, as set out in their representations, have been developed and actioned.

Overall, the licensed units in the development will be heavily skewed towards high quality food-led premises rather than alcohol-led ones. The number of bars has been reduced to 3 bars (including the hybrid restaurant/bar Vinoteca in unit 207). There will be 11 restaurants. This includes unit 230 that will now be a restaurant so that the potential for groups standing and drinking in Bank End has been removed.

While the shadow licence for Vinopolis permits the sale of alcohol and late-night refreshment until 01.00 (with opening until 02:00) the new applications reflect the guidance of the Principal Licensing Officer in that the terminal hour should be 00.00.

The operating schedule, which comprises a comprehensive suite of documents, identifies the environmental factors of operating at this location and the sensitivities of addressing local concerns and the need for good and responsive communication. The applicant appears to be highly professional, experienced and responsive to community concerns and needs.

The schedule sets out how the 4 licensing objectives are at the centre of operations for the site and include.

- How staff will be trained.
- How the site will be managed.
- How the site's security arrangements operate over a 24-hr period
- How the 24hr security dovetails with the door security working at the licensed venues.
- The use of CCTV and ANPR.
- Age verification policies and challenge 25.
- The recommended operating times.
- An effective dispersal strategy, a noise management strategy, and litter strategy.
- That partnership working with the Council, Police, the community, and other interested parties is a key activity.

Paragraphs 194 and 195 of the Council's Statement of Licensing Policy highlight concerns and expectations about such applications. It is clear from the operating schedule and the work and commitment of the applicant that these will be well run licensed premises, overseen by the applicant landlord, that will make a valuable and positive contribution to the local community through the local economy, tourism, and cultural development.

The applicant has engaged a range of experts to risk assess and understand the environment and the potential sources of crime and disorder and to mitigate for them so that the operation of the licences does not have a negative environmental impact.

Based upon my previous experience I am of the opinion that the granting of the licences in their revised form will not adversely impact upon the environment or negatively impact upon the 4 licensing objectives and the cumulative impact area.

1. Introduction

2. I have been asked by Marcus Lavell of Keystone Law to risk assess an application for 14 premises licences, in line with the requirements Southwark Council's Statement of Licensing policy (para 195), at a new development known as Borough Yards, 1 Bank End, SE1 9BU.
3. The new development sits inside the railway arches within the perimeter of Stoney Street, Clink Street, Bank End, and Park Street.
4. The retail development comprises of 55 units and the licence applications relate to 11 restaurants and 3 bars (including the restaurant/bar hybrid unit 207).
5. There is a shadow licence (866700) in place, whose footprint covers 47 of the new units which comprise of 2 bars (including the hybrid unit 207) and 8 restaurants. The shadow licence permits
 - Opening hours 08.00 – 02.00
 - Late night refreshment 23.00 – 01.00
 - Off sales 08.00 – 01.00
 - On sales 08.00 -01.00

6. My assessment is completely independent of my instructing solicitor and the owners and the managers of the venue whom I have never met. I have no personal involvement with any business or resident in the area.
7. I am able to evaluate the operational environment based upon my considerable experience and qualifications. I can view the environment through several perspectives and make objective interpretations.
8. I have attached my personal summary at appendix (1). In brief I have been
 - A licensing observation officer,
 - A divisional licensing Inspector on a busy and challenging London Borough,
 - The operations manager for the central London Clubs and Vice unit,
 - A Detective Chief Inspector managing divisional crime investigations,
 - A senior investigating Officer,
 - A Borough Commander responsible for developing and delivering local policing plans that include the night-time economy challenges,
 - As an Assistant Director, for 10 years, on a semi-inner London Borough I was responsible for the Safer Communities portfolio that included the development and delivery of the Partnership Community Safety Strategy. I was directly responsible for the Licensing function and the night-time economy, problem solving local crime and ASB hotspots, and the development and management of Licensing policies.
9. I acknowledge that as an expert witness my primary duty is to the Court and Licensing Sub-Committee. All facts identified in this report are true to the best of my knowledge and experience. They were either witnessed or experienced by me personally or relayed to me in good faith and appear to be credible and reliable.

10. The opinions I have expressed within in this report are honestly held and correct to the best of my judgement and belief. My fee for preparing this report is not conditional on the opinions I have stated within or the eventual outcome of the case.

11. Prior to my assessment I was provided with;
 - A copy of the existing Premises Licences.
 - The new applications
 - Plans of the proposed venues.
 - The Borough Yards presentation.
 - The Borough Yards Operational Management Plan.
 - Dispersal Strategy.
 - Noise Strategy.
 - Transport Strategy.
 - Representations from Southwark licensing Unit and Environmental Health officer.
 - Public representations.

12. I have also read
 - The Southwark Statement of licensing policy.
 - The New Southwark Plan.
 - Better Bankside literature
 - Safer Neighbourhood website.
 - Appendix A Cumulative Impact Policy Review 2017.
 - Cumulative Impact Area Alcohol Licensing Review. A review of crime and anti-social behaviour FY18/19.
 - The Shadow Licence.
 - Borough and Bankside Social Regeneration Draft Charter.

13. **Area visit**

14. I am very familiar with the area known as Borough and Bankside having managed a number of projects in the area and as a regular visitor to the area to shop and socialise.
15. Notwithstanding that, I visited the area on the 29th of April 2021 to walk the area and look at the new development.
16. The development sits under and around the area of railway arches that supports a busy rail connection between the City (Cannon Street Station). Trains run regularly to and from the City to commuter stations in south east London, the Medway Towns, Ashford International, Canterbury, Dover, Ramsgate, and other south coast locations. Outside the lockdown period the rail traffic is considerable and with it the obvious associated noise levels from early morning to late in the evening.
17. During my visit the entire area was exceptionally quiet due to the current Covid19 restrictions. It was not at all like a normal day prior to the first lockdown that commenced in March 2020.
18. The area is one of London's main tourist 'must visit' areas and outside of the current Covid19 restriction period many hundreds of tourists visit the area daily. Over the years there has been significant redevelopment, especially around London Bridge, that has attracted many new businesses to the area and the resulting increase in people commuting to the area for work.
19. It is a Thames side area with significant heritage as highlighted in Southwark Council's New Southwark Plan.
20. The south bank walk from Westminster Bridge to Tower Bridge is particularly interesting for visitors to London and those that live in London. The Borough and Bankside attractions, west to east, commence with the OXO Tower and take in The

Tate Modern building, the Botanical Garden, Shakespeare's Globe theatre, The Clink Prison Museum, the Golden Hind, and spectacular views of London from the riverbank. Close to the riverside walk there is Southwark Cathedral and the world renown Borough Market that operates 7 days a week. There are also hidden historical sites such as the 12th Century Winchester Palace.

21. In addition to walking along the length of the Southbank visitors and workers can cross the Thames to and from the North Bank. The Millennium footbridge and Tower Bridge are also attractions. The Millennium Bridge links the area in front of the Tate Modern on Bankside with the north bank with St Pauls Cathedral just a short walk away. Tower Bridge a short distance down river from Bankside links the area around City Hall and the maritime attraction HMS Belfast with the Tower of London on the north bank.
22. This area of the south bank also advertises Bankside Beach where I watched numerous beachcombers walk the foreshore, some with metal detectors, looking for items of interest.
23. It is also the location of Bankside Pier where the river buses pick up and drop off passengers who are either commuting or visiting the area.
24. Many of the attractions in this area are in or near narrow roads, walkways and passages that thousands of visitors a year congregate in and pass through. Many buy food and drink from local convenience stores and Borough Market and stand and sit by the river drinking and eating through the day and into the evening.
25. There are a number of small public houses that cater for the business and tourist trade, the restricted capacity often means that significant numbers of people gather outside these venues in the street talking and drinking.

26. The New Southwark Plan highlights that (Appendix 2):
27. *Bankside and The Borough are at the heart of the commercial and cultural life of the capital where centuries old buildings intermingle with modern architecture.*
28. *That it is a globally significant central London business district, home to international headquarters and local enterprise. The local economy is notable for its diversity, including employers in the arts, culture, specialist retail, small businesses and entertainment, particularly along the River Thames.*
29. *That the area is characterised by the medieval and Victorian street layout linking commercial areas to residential neighbourhoods and interspersed with interesting spaces and excellent public realm that enthruses people to use the entire area.*
30. *That it is an area of great archaeological interest containing nationally significant sites and scheduled monuments of Roman, medieval and post-medieval date.*
31. *It is a transport hub with Blackfriars rail and tube stations, Borough tube station, Elephant and Castle and London Bridge stations nearby, many buses, river transport and cycling routes making all the area accessible from both within and outside London.*
32. The development of Borough Yards on its own will not, in my view, be the driver that will attract many thousands of people to the area as has been suggested in some of the representations.
33. The riverside walk, the transport infrastructure, the views, the links to the north bank, the attractions, and the heritage of the area are already the catalyst for the many thousands of people that walk around and gather in Bankside. Southwark council wish to, *“Continue to consolidate Bankside and The Borough as part of central London; an international destination for business headquarters, small*

businesses, tourism and transportation that is entwined with historic communities with local services, open spaces and excellent transport links”.

34. The streets are narrow for pedestrians and cyclists and the creation of a shopping and dining experience in the Victorian railway arches that was previously a closed area is most likely to assist in thinning out the considerable number of visitors that are drawn to the area. This benefits the licensing objectives because it helps to avoid congestion and pinch points.
35. **Crime data**
36. The Metropolitan Police have not made a representation regarding these applications and consequently there is no crime data produced by them.
37. The absence of any representation and data from the police is a clear indication that they have no concerns in relation to the 4 licensing objectives and the cumulative impact of these proposals.
38. In the absence of any police data, I have accessed the Police UK website and the Metropolitan Police crime data sets that are published online. In addition, I reviewed the Safer Neighbourhood website for Borough and Bankside along with the data produced for the Cumulative Impact Policy reviews 2017 and 2019.
39. The data analysis does not include the Covid19 lockdown periods. I looked at the 12 months prior to March 2020 on the Police UK website. On the Metropolitan website I looked at the same 1-year data set and the 3 year trend up to the beginning of the Covid19 restrictions.

40. Whilst it is recognised that not all crime is counted on these sites and the categories often pull together an assortment of crimes, the data that is presented on them does give an insight into the issues that affect areas.
41. The 2 data sets do not record crimes in exactly the same way and the Metropolitan Police do not record incidents of anti-social behaviour. However, it is possible to look at both data sets to get a general picture of the area. In both cases I have grouped the theft offences into one crime band.
- 42. Police UK website**
43. The website clearly states that not all crime is recorded but the data set is sufficient to analyse areas where crime is being committed. The site also records anti-social behaviour and public disorder, offences that are often linked to alcohol consumption.
44. In addition, the site also provides reasonably accurate street data around Bank End, Clink Street, Park Street, Stoney Street, and Winchester Walk.
45. Violence, Anti-social behaviour and public disorder is not the most prevalent crime in the area. In fact, it is quite a small element of the crime totals for Borough and Bankside.
46. The most prevalent crime is the theft category. Of all crime recorded in the 12 months prior to the Covid19 restrictions theft offences accounted for 70% (372 offences) of the total crime. Violence accounted for only 2% (12 offences). Anti-social behaviour accounted for 17% (92 offences)
47. The street-based data tend to indicate that the main hotspots on the ward are where Southwark Street meets Borough High Street, and around Borough Market.
- 48. Metropolitan Police data**

49. The data provided by the Metropolitan Police does not allow street-based analysis. It only provides crime counts for the whole ward.
50. In this case it is useful to compare the crime trend across the whole ward as provided by the Metropolitan Police against the street-based crime trends available on the Police UK website that relate to the area around Borough Yards.
51. The 3-year trend data for the whole ward (2017 to 2020) taken from the Metropolitan Police website supports the Police UK data by highlighting that theft offences are by far the most prevalent crime in this area over the 3-year period. (See appendix 3)
52. In the 3-year period theft offences in this area accounted for 69% (6756 offences) of total crime. Violence accounted for 13% (1233 offences).
53. The trend is replicated in the Metropolitan Police data for the one-year period 2019-20. Theft offences accounted for 72% (2718 offences) and violence accounted for 12% (446 offences).
54. A small number of public order offences were recorded but the actual figures were not available on the website.
55. **Safer neighbourhood website.**
56. The safer neighbourhood website provides advice that is solely centred on preventing theft offences such as thefts at ATM's, pickpocketing, theft of mobile phones and other belongings.
57. There is no mention of alcohol related crime.
58. **Cumulative Impact Zone data**

59. When assessing this data, it is important to note that the boundaries of Borough and Bankside cumulative impact zone do not align with the ward boundaries of Borough and Bankside.
60. The cumulative impact area called Borough and Bankside is larger than the ward of the same name. The area includes the west side of the ward known as London Bridge and West Bermondsey. The impact of this inclusion means that the crime figures that relate to the London Bridge rail terminal and the night-time economy that sits around it when presented as the Borough and Bankside CIZ, may be viewed as being part of the specific geographical area known as Borough and Bankside, which is not the case.
61. The hotspots on the Police UK website and the data produced for the Cumulative Impact Assessment both identify that the London Bridge rail terminal and the surrounding streets are a very significant hot spot for theft, violence, and anti-social behaviour. The other hotspot appears to be around the junction with Southwark Street and Borough High Street. This area is adjacent to an entrance into the London Underground.
62. It is particularly difficult to assess how much of the alcohol related crime that is associated with the London Bridge rail terminal and the London Underground is directly linked to the night-time economy in Southwark.
63. The peak hours for the offences have been identified as 23.00 through to 00.00 which coincides with the last trains departing London Bridge. The rail terminal serves the south east of London and south east England and many of the people using the rail system at the end of an evening will have been out across many parts of London enjoying the night life and consuming alcohol. Therefore, the catalyst for crimes reported in this area may not be directly linked to Southwark's night-time economy but the wider night-time economy across London.

64. The data relating to the east side of the cumulative impact area that includes London Bridge station is in stark contrast to the west side of the area around Bank End.
65. The residents and interested parties all cite the licensing objective relating to crime and disorder linked to alcohol in Bankside as one of the key themes in their representations.
66. The crime profile and crime prevention advice for the Borough and Bankside ward tend to fit with areas that are visited by large numbers of people, especially visitors to London and specifically to London's iconic locations where theft is the predominate crime.
67. This area of the South Bank has excellent transport links by rail and river, iconic locations such as Southwark cathedral, Borough Market, Clink Prison Museum, the Tate Modern etc. and a riverside walk that weaves through narrow historic streets with excellent views of London.
68. In addition, the significant redevelopment underway in Southwark is attracting new and exciting business opportunities. (See Better Bankside literature)
69. This mix inevitably attracts large numbers of people who wish to work and visit the area and with it the criminal element that prey on unsuspecting visitors to the area.
70. **Representations**
71. I note that there are no representations from two significant partners in Borough and Bankside.

72. The Metropolitan Police have not raised any concerns in respect of the cumulative impact of these applications and the effect on the 4 licensing objectives. The police are the primary source of expert evidence to the Council in relation to the likely impact of these licence applications on the crime and disorder objective. The fact that following consultation the police do not object to the grant of these applications is highly significant.
73. Better Bankside, the Business Improvement District body that has many prominent Borough and Bankside individuals on the board, have not objected to the applications.
74. I have been provided with 32 representations made by local residents, businesses, and other interested parties, along with the representations from the Principal Licensing Officer for Southwark Council and Environmental Health.
75. Twenty-one (21) of the resident objections appear to be a cut and paste of an original objection and are submitted under different names.
76. For ease I have broken down the resident and interested party concerns into the specific areas of concern and they are represented in the following grid.
77. Not all the representations object to the opening of the development.
78. Some representations are generally supportive of the development but have a single concern over the closing hours of the restaurants and bars. These representations seek to pull back the closing time from 1am (as originally applied for) to midnight.
79. In addition to the closing time issue the other areas of concern are.

- That the development is designed as a mega drinking establishment to serve thousands of drinkers.
- Too many licences.
- Cumulative impact of the development.
- Outdoor terraces.
- Delivery vehicles.
- Opening hours.
- Noise/nuisance.
- Crime/Public disorder.
- Outdoor drinking.

80. Licensing unit representation

81. There are 16 representations, one for each of the venues (now reduced to 14). The documents reflect 2 types of representation, one for the bars and one for the restaurants.

82. The main areas covered by the officer are.

- That the operating schedule does not address the presumption to refuse the applications in a cumulative impact area.
- The terminal hour.
- The need to provide accommodation limits for the venues.
- To provide a written dispersal policy.
- To provide a copy of the Operational management Plan.

83. Operating Schedule

84. The operating schedule is a combination of several documents. The proposed licensing conditions for the venues, along with the site's Operations Management Plan, (incorporating the site's dispersal strategy, noise strategy, and transport strategy).

85. I am aware that the Applicant has engaged experts to ensure that noise and customer numbers are appropriate to enable the Applicant's management, and tenants managing the units do so with sensitivity to the local environment, the Licensing Objectives, and the Southwark cumulative impact area known as Borough and Bankside CIZ.
86. On reading the documentation it is very clear that the Applicant is acutely aware of the Licensing Objectives and its responsibilities. The Applicant has amended the applications to ensure that the closing times fit within the Statement of Licensing Policy in relation to hours with a terminal hour of midnight. This is a noteworthy reduction on the hours permitted by the shadow licence.
87. In addition, the proposal to have five (5) bars has been reduced to three (3) including the hybrid restaurant/wine bar unit 207.
88. The development has not been built as a mega drinking establishment as described in one representation. It is a retail area built within the confines of railway arches under a very busy South East England rail route.
89. The retail development comprises of 55 units. 40 units or 72% of the area is set aside for general shopping while 11 restaurant units represent 20% of the units and the 3 bar units comprise 5% of the arched area. There is also an unlicensed "Gallery" unit.
90. **Operational Management Plan**
91. The draft Operations Management Plan highlights that the complex will house commercial offices, food and beverage outlets, retail, a cinema, and cultural space.
92. The document sets out a range of operational areas designed to manage the whole area. Specific to the licensing applications the document sets out the opening hours of

the estate and indicates that more substantial strategies will be added once they have been received.

93. That there will be an on-site management team with a manager who, besides managing the estate will develop strong community links, ensure compliance and safety, and develop strong lines of communication with neighbours and community groups.
94. The site wide servicing and management strategy commits to managing its commercial operation in a way that seeks to minimise its environmental impact on the surround areas and protect the safety of onsite staff, local residents and stakeholders.
95. **Crime prevention**
96. Crime prevention will be a key performance measurement for the management team. There is a recognition that people's behaviour is critical to their success. There will be an active 24-hour security presence and there is a clear recognition that working in partnership is a key driver for crime reduction. To that end the management team will ensure that there is good communication and co-ordination with the British Transport Police, the Metropolitan Police and PCSO's. The security will also be able to help with the peaceful dispersal of customers from the area after they have left the units. The 3 bar units will, in addition, be required to provide a minimum level of SIA security officer provision.
97. There is also a clear commitment to listen to and deal with issues that are raised by local residents.
98. **CCTV**

99. The CCTV system has been designed to ensure that all external and internal realm within Borough Yards is covered and it will be supported by a 24-hour security presence.
100. The CCTV system will include:
- A mixture of fully functional (PTZ) and fixed cameras to get the fullest and most flexible coverage.
 - High quality, low-light ability.
 - Digital recording and ability to recover and play back high quality images.
 - Archiving facility and storage.
 - Ability to playback recordings
101. In addition to the site coverage the site office, the cinema, gallery, retail and Food & Beverage occupiers will also operate their own CCTV systems specific to their own operations.
102. The security teams and management will be linked by personal radios.
- 103. Dispersal**
104. The dispersal section clearly sets out the areas of responsibility and how individual businesses have a responsibility for customer behaviour in their respective units. It includes how units will link in with the on-site security and the Borough Yard CCTV system.
105. At the end of the evening units would implement a soft closure for the final 30 minutes of an evening, so that when customers leave, they will disperse more quickly. This would include:
- Turning lights up,
 - Turning music down,

- Reminding customers that we have a residential area nearby and they must be quiet as they leave,
 - Ensuring that customers know the quickest route off site and to buses / taxis.
106. After closure managers / door supervisors will remain on site until all customers have been cleared from the premises and dispersed from the surroundings, making sure they are safely and quietly on their way. Customers must not take drinks with them.
107. Bar and restaurant managers must ensure that any rubbish / spillages outside their units are removed before leaving site.
108. The estate CCTV Control will monitor bars and restaurants as they close.
109. **Banning notices**
110. The estate management will introduce banning notices to assist businesses if they encounter any disruptive behaviour by customers. Once banned, customers are generally banned for up to 6 months for the following reasons:
- Theft,
 - Drunk and disorderly or drug use,
 - Fighting,
 - Spitting,
 - Loitering,
 - General unruly conduct,
 - Anti-social behaviour.
111. **ANPR**
112. There is an intention to install an automatic number plate reader system at the delivery points. Part of the purpose is to monitor the dwell times of vehicles

delivering and picking up from the site. The management and use of a system in this way will eliminate unnecessary noise nuisance at the delivery points.

113. Licensed premises conditions

114. There are 3 sets of conditions in line with the 4 licensing objectives, one for the restaurants, one for the bars and one for the hybrid restaurant/wine-bar. The restaurants are entitled to small holding bars for waiting diners but otherwise ensure that all alcohol is sold ancillary to food. The other conditions are essentially the same save that the Bars must have SIA door staff deployed on the busier nights of the week on Thursdays, Fridays, and Saturdays from 21.00 until 30 minutes after the closure of the bar. There is the requirement to risk assess for additional staff at other times.
115. Conditions for the Bars set out the CCTV standard requirements, the training of staff and record keeping, the prevention of noise nuisance through the use of noise limiters and the requirement for sufficient ventilation to ensure doors and windows remain closed.
116. There will be clearly legible notices displayed at all exits and a dedicated telephone number for the Designated Premises Supervisor or the sites duty manager for any potential complaints.
117. There will be agreed and designated smoking areas away from residential premises. The external table areas for dining and drinking will not be used after 22.00. Notices to the effect will be clearly displayed so that they can be seen and read by customers.
118. Off sales to be taken away from any premises, will be in sealed containers and notices displayed to discourage drinking in the vicinity of the site. There will be age verification for online sales and drivers trained in age restriction policies.

119. A dispersal policy to be agreed with the police and local authority as described in the operation manual.
120. The staff training programme includes the licensing objectives, safeguarding and age verification. The training will be recorded and made available to responsible officers upon request.
121. Challenge 25 is part of the age verification policy with photographic identification being required. The policy includes signage at each venue explaining Challenge 25 and its requirements. There will be a refusals register maintained at each location.
- 122. Dispersal Policy, Transport Strategy, and Noise Management Strategy.**
123. The above three documents have been incorporated into the Operations Management Plan.
124. The noise risk assessment has been developed by an expert acoustician, Big Sky Acoustics and the strategy has been designed to combine the resources available to both Borough Yards' Site Management Team, and the Licensed Unit Operators.
125. Dispersal Strategy
126. The Dispersal Policy states that it has been produced to assist in the promotion of the licensing objectives, with particular regard to:
- The Prevention of Crime and Disorder; and
 - The Prevention of Public Nuisance; and
 - Public Safety.
127. It sets out a winding down process at the end of the evening with members of staff being allocated to their "Dispersal Roles" over a 30-minute period to prepare for dispersal and the display of customer notices.

128. The role and training of SIA staff is also incorporated into the document along with the management of taxis and customers using that mode of transport.
129. The conduct of customers and staff managing the dispersal has been recognised as a key issue. The strategy highlights that the utmost importance will be placed on the investigation of any complaints of noise nuisance or antisocial behaviour linked to Borough Yards or the Licensed Premises.
130. Management will build and maintain links with local residents including hosting meetings at the site, where neighbours will be able to raise any issues directly with the management. This will be supported through the creation of a WhatsApp (or similar) group that will facilitate instantaneous real-time communication between residents, “on the ground” staff and senior management.
131. Staff will be trained on how to manage customers, conduct themselves and to identify areas that may be particularly sensitive to noise nuisance.
- 132. Noise Management Strategy**
133. The strategy acknowledges that there are a number of residential properties in the area around the complex and the need to manage all noise from Borough Yards so not to disturb people resting and sleeping in their homes.
134. Despite there being other licensed premises in the area where people gather outside drinking and causing noise, the management intend rigorously control their site so that any noise patrons make is kept to a minimum. The comprehensive approach to managing the environment dovetails with the noise strategy with the dispersal strategy.

135. The following points have been identified as critical success factors.:

- Ensure that noise emanating from Borough Yards will not cause a nuisance at any nearby residential properties.
- Doors and windows to Licensed Units will be kept closed except for access and egress after 22:00hrs.
- The streets outside will be monitored throughout all hours of operation.
- Noisy behaviour will not be tolerated. Any patrons found to be making excessive noise or any noise that may cause a nuisance to our neighbours will be required to leave the area and excluded from the Borough Yards site.
- Licensed Premises units will endeavour to ensure no queues form outside of their premises. Groups that arrive at the same time and cannot be accommodated inside the venue will be monitored in an identified location and brought inside as soon as possible.
- Patrons leaving Licensed Premises units temporarily to smoke, after 10pm, will be directed to the designated and managed smoking area.
- No regulated entertainment will take place outside.
- Deliveries to Licensed Premises will only take place between agreed times.
- Glass recycling will take place inside the Licenced Premises. No empty bottles are to be tipped or thrown into outside storage receptacles between agreed times.
- Waste will be correctly packaged so that refuse can be removed quickly and efficiently.
- Any glass or bottles in the immediate vicinity of Borough Yards will be cleared and then safely disposed of, whether emanating from the Borough Yards site or not.
- The area will be kept clean and attractive for guests, tenants and neighbours. Detritus outside that may have nothing to do with the site will be cleaned up.
- Management will respond quickly to the needs of neighbours.

136. **Conclusion**

137. The Applicant clearly understands the 4 Licensing Objectives, their responsibilities and the importance of the boroughs cumulative impact zone.
138. The police and the prominent board of Better Bankside have made no representations in respect of the applications for licences even though the development is within the Borough and Bankside cumulative impact zone.
139. In developing their strategies to operate at this location the applicants have clearly demonstrated a desire and willingness to work in partnership with the licensing authority, the police, and local community groups and residents.
140. They have engaged independent experts to risk assess the operating environment and developed effective noise and dispersal strategies.
141. The concerns of local residents have been clearly expressed in the representations and as a former Borough Commander and local authority Assistant Director for Safer Communities I fully understand them.
142. This particular area is one of London's iconic locations and consequently it attracts many thousands of visitors a year to the riverside walk and into the narrow street to visit the historic attractions and enjoy the views from the riverbank. The Boroughs regeneration programme is also attracting many new businesses and with it a growth in business employees.
143. These visitors and workers, especially in the summer months, purchase food and drink from local convenience stores and congregate along the riverside or sit and stand outside the few licensed premises. The creation of Borough Yards will quite possibly thin the crowds from the narrow streets and attract people away from the narrow streets where they congregate outside licensed premises.

144. I note that the views and guidance of the Borough's Principal Licensing officer, as set out in her representation, have been developed and actioned. The number of bars has been reduced. This includes unit 230 that will now be a restaurant so that the potential for groups standing and drinking in Bank End has been removed.
145. While the shadow licence permits the sale of alcohol and late-night refreshment until 01.00 the new applications reflect the guidance of the Principal Licensing Officer in that the terminal hour should be 00.00.
146. The operating schedule, which comprises a comprehensive suite of documents, identifies the environmental factors of operating at this location and the sensitivities of addressing local concerns and the need for good and responsive communication.
147. The schedule sets out how the 4 licensing objectives are at the centre of operations for the site and include.
- How staff will be trained.
 - How the site will be managed.
 - How the sites security arrangements operate over a 24-hr period
 - How the 24hr security dovetails with the door security working at the licensed venues.
 - The use of CCTV and ANPR
 - Age verification policies and challenge 25.
 - The recommended operating times.
 - An effective dispersal strategy, a noise management strategy, and litter strategy.
 - That partnership working with the Council, Police, the community, and other interested parties is a key activity.

148. Paragraphs 194 and 195 of the Council's Statement of Licensing Policy highlight concerns and expectations about such applications. It is clear from the operating schedule and the work and commitment of the applicant that these will be well run licensed premises that will make a valuable and positive contribution to the local community through the local economy, tourism, and cultural development.
149. The applicants have engaged a range of experts to risk assess and understand the environment and the potential sources of crime and disorder and to mitigate for them so that the operation of the licences do not have a negative environmental impact.
150. Based upon my previous experience I am of the opinion that the granting of the licences in their revised form will not adversely impact upon the environment or negatively impact upon the 4 licensing objectives. The proposed licensed units are likely, in combination, to have less of a potential impact than the activities that are able to take place under the existing licence previously used for Vinopolis. In my opinion, the grant of these licences in their amended form with a midnight terminal hour are unlikely to negatively impact the licensing objectives in the Borough and Bankside cumulative impact zone.



Borough Yards Development incorporating former Vinopolis premises
1 Bank End, London SE1 9BU
Noise Impact Assessment

Prepared by: Richard Vivian, Big Sky Acoustics Ltd
On behalf of: MB Bermondsey (Guernsey) Ltd
Document Ref: 21040986
Date: 8th June 2021

Big Sky Acoustics document control sheet

Project title:	Borough Yards Development incorporating former Vinopolis premises 1 Bank End, London SE1 9BU Noise Impact Assessment
Technical report number:	21040986
Submitted to:	Marcus Lavell Keystone Law Limited 48 Chancery Lane London WC2A 1JF acting on behalf of MB Bermondsey (Guernsey) Ltd
Submitted by:	Richard Vivian Big Sky Acoustics Ltd 60 Frenze Road Diss IP22 4PB 020 7617 7069 info@bigskyacoustics.co.uk
Prepared by:	Richard Vivian BEng(Hons) MIET MIOA MAES MIOL Principal Acoustic Consultant

Document status and approval schedule

Revision	Description	Date	Approved
0	Approved for issue	08/06/2021	RV

DISCLAIMER

This report was completed by Big Sky Acoustics Ltd on the basis of a defined programme of work and terms and conditions agreed with the Client. The report has been prepared with all reasonable skill, care and diligence within the terms of the contract with the Client and taking into account the project objectives, the agreed scope of works, prevailing site conditions and the degree of manpower and resources allocated to the project. Big Sky Acoustics Ltd accepts no responsibility whatsoever, following the issue of the report, for any matters arising outside the agreed scope of the works. This report is issued in confidence to the Client and Big Sky Acoustics Ltd has no responsibility of whatsoever nature to third parties to whom this report or any part thereof is made known. Any such party relies upon the report at their own risk. Unless specifically assigned or transferred within the terms of the agreement, Big Sky Acoustics Ltd retains all copyright and other intellectual property rights, on and over the report and its contents.

© Big Sky Acoustics Ltd, 2021

Executive summary

This is an assessment of the impact of noise from the proposed fourteen units where licensable activities could take place in the Borough Yards Development at Bank End.

Borough Yards is a multi-function development incorporating offices, a substantial retail element, galleries, coffee shops, cafés, bars and restaurants. It is not a single drink-led premises and it appeals to a wide range of customers of all ages, including local residents, corporate users, families and visitors to the area.

The site includes the former Vinopolis premises that operated large alcohol-led events and tours, and the premises licence permitted (in principle) a nightclub-style of operation for a capacity of 1250 persons until 02:00hrs. It is of note that Vinopolis occupied an area for licensable activities of 6367m², whereas the new applications require a total 3594m² which is a 44% reduction in licensable activity area.

Unlike a single premises such as a music venue, theatre, or sports arena where staged events have a defined finish time and there is a capacity crowd, the nature of these multiple smaller units, that are predominantly food-led, is that visitors numbers will peak at lunch and dinner times then, at the end of the evening, patrons drift away departing in small numbers and not *en masse*. It is very unlikely all the units will be operating to their full capacity at the same time.

A set of suggested licence conditions, tailored to the two classifications of use, bar and restaurant, have been proposed by the applicant. A dispersal policy has been prepared and this will evolve as the site evolves so that it forms a comprehensive and detailed operational document to manage noise and dispersal at the end of the evening covering the whole development. The area is well served by public transport to aid dispersal.

This application seeks to regularise licensing to the planning consent already granted with a terminal hour of midnight. The normal commercial operation of these multiple smaller units will not adversely impact on the licensing objectives, or have a negative impact on the surrounding area, as activity is contained within the development site and operational policies will be in place to ensure any noise generating activity is minimised, and dispersal from the site is gradual and managed.

Contents

1.0 Qualifications and experience.....	5
2.0 Introduction.....	5
3.0 Site and surrounding area.....	5
4.0 Criteria.....	6
5.0 Balancing planning and licensing noise conditions.....	9
6.0 The existing noise climate.....	10
7.0 Predicted noise of patrons leaving the site.....	10
8.0 Recommendations for noise control - remedial works.....	12
9.0 Recommendations for noise control - operational.....	13
10.0 Recommendations for noise control - sound system.....	13
11.0 Conclusions.....	13
Appendix A - Terminology.....	15
Appendix B - Site layout.....	16
Appendix C - Extract from Development Management Report.....	17

1.0 Qualifications and experience

- 1.1 My name is Richard Vivian. I am the founder and director of Big Sky Acoustics Ltd. Big Sky Acoustics is an independent acoustic consultancy that is engaged by local authorities, private companies, public companies, residents' groups and individuals to provide advice on the assessment and control of noise.
- 1.2 I have a Bachelor of Engineering Degree with Honours from Kingston University, I am a Member of the Institution of Engineering & Technology, the Institute of Acoustics, the Audio Engineering Society and the Institute of Licensing.
- 1.3 I have thirty years of experience in the acoustics industry and have been involved in acoustic measurement and assessment throughout my career. My professional experience has included the assessment of noise in connection with planning, licensing and environmental protection relating to sites throughout the UK. I have given expert evidence in the courts, in licensing hearings, in planning hearings and inquiries on many occasions.

2.0 Introduction

- 2.1 Big Sky Acoustics Ltd was instructed by Marcus Lavell of Keystone Law Limited, acting on behalf of MB Bermondsey (Guernsey) Ltd, to carry out an assessment of the impact of noise from the proposed licensable activities at the Borough Yards development.
- 2.2 This report was prepared following detailed discussions with the client team. I have carried out noise measurement surveys and observations in the immediate vicinity (pre-Covid19) and am familiar with the area, and the former Vinopolis operation.
- 2.3 A glossary of acoustical terms used in this report is provided in Appendix A.
- 2.4 All sound pressure levels in this report are given in dB re: 20µPa.

3.0 Site and surrounding area

- 3.1 The location of the site is shown in Appendix B and is located within the Bankside, Borough, London Bridge Strategic Cultural & London Bridge District Town Centre Area. The application site is also within the cumulative impact area (CIA) for Borough and Bankside.
- 3.2 The original planning permission for the Borough Yards project was granted under planning application 15/AP/3066, and then varied under 19/AP/1649. This permission included a midnight terminal hour as a planning condition.
- 3.3 The current proposal, to operate fourteen smaller licensed units which are principally food-led (with eleven restaurants, two bars and one hybrid bar/restaurant unit "Vinoteca") to only midnight is an effective reduction in

licensable activity and impact when compared with the larger, and later, alcohol-led Vinopolis premises that historically operated at this location.

- 3.4 It is important when assessing the impact of noise from a licensable activity in an area that the concept of *additional* noise associated with the new activity is taken into account. The incremental change to noise levels caused by the normal operation of eleven individual restaurants and three bars which replace the established noise and activity of a single 1250 capacity 02:00hrs premises is, on balance, likely to result in a net reduction of noise, and noise nuisance, in the area.
- 3.5 It is also a consideration that a bona-fide commercial premises can reduce street drinkers, rough sleeping, crime and litter as the commercial operation seeks to eliminate this type of activity from the immediate area outside the premises for the benefit and safety of their own patrons and employees. This is achieved through good lighting, CCTV coverage, litter removal and a presence of professional personnel who will be able to observe and record all activity in the immediate area.



Figure 1: Site layout with former Vinopolis site outlined in black

4.0 Criteria

Licensing Act 2003

- 4.1 The Licensing Act 2003 requires Southwark Council, in its role as Licensing Authority, to carry out its various licensing functions so as to promote the following four licensing objectives:

- The prevention of crime and disorder
 - Public safety
 - The prevent of public nuisance
 - The protection of children from harm
- 4.2 Each objective is of equal importance. It is important to note that there are no other licensing objectives, therefore these four are of paramount importance at all times. The Licensing Authority must base its decisions, in relation to determining applications and attaching any conditions to licences, on the promotion of these licensing objectives.
- 4.3 The Licensing Act 2003 further requires this Licensing Authority to publish a Statement of Licensing Policy (SLP) that sets out the policies the Licensing Authority will apply to promote the licensing objectives when making decisions on applications made under the Act. The current SLP took effect on 1 January 2021.
- 4.4 When it comes to the evaluation of noise under the Licensing Act an understanding of the concept of *public nuisance* is essential. Public nuisance is not narrowly defined in the 2003 Act and retains its broad common law meaning. It may include, in appropriate circumstances, the reduction of the living and working amenity and environment of other persons living and working in the area of the licensed premises.
- 4.5 Once those involved in making licensing decisions are satisfied of the existence of a public nuisance, or its potential to exist, the question is how to address it. Home Office Guidance¹ is useful in this regard and explains that in the context of noise nuisance conditions might be a simple measure such as ensuring that doors and windows are kept closed after a particular time, or persons are not permitted in garden areas of the premises after a certain time, noting that conditions in relation to live or recorded music may not be enforceable in circumstances where the entertainment activity itself is not licensable.
- 4.6 The guidance is clear that any conditions appropriate to promote the prevention of public nuisance should be tailored to the type, nature and characteristics of the specific premises and its licensable activities. Licensing authorities should avoid inappropriate or disproportionate measures that could deter events that are valuable to the community.
- 4.7 The guidance also states that any appropriate conditions should normally focus on the most sensitive periods. For example, the most sensitive period for people being disturbed by unreasonably loud music is at night and into the early morning when residents in adjacent properties may be attempting to go to sleep or are sleeping. (This is why there is still a need for a licence for performances of live music between 11 pm and 8 am even though it is deregulated at other times).

¹ Revised Guidance issued under section 182 of the Licensing Act 2003, April 2018

- 4.8 As with all conditions, those relating to noise nuisance may not be appropriate in circumstances where provisions in other legislation adequately protects those living in the area of the premises.
- 4.9 There is an existing premises licence (866700) for the 6367m² Vinopolis site. It permits opening hours of 08:00-02:00 seven days a week and both on and off sales until 01:00hrs.

Other relevant legislation

- 4.10 In addition to the protection afforded under planning controls, and the Licensing Act 2003, members of the public are protected from noise that is a nuisance.
- 4.11 The Environmental Protection Act 1990 part III deals with statutory nuisance which includes noise. This Act allows steps to be taken to investigate any complaints which may then result in the issuing of an abatement notice and a subsequent prosecution of any breach of the notice. A statutory nuisance is a material interference that is prejudicial to health or a nuisance.
- 4.12 The Clean Neighbourhoods and Environment Act 2005 deals with many of the problems affecting the quality of the local environment and provides local authorities with powers to tackle poor environmental quality and anti-social behaviour in relation to litter, graffiti, waste and noise. A fixed penalty notice can be issued when noise exceeds the permitted level at night as prescribed under the Noise Act 1996 as amended by the Clean Neighbourhoods and Environment Act 2005. The permitted noise level using A-weighted decibels (the unit environmental noise is usually measured in) is 34dBA if the underlying level of noise is no more than 24dBA, or 10dBA above the underlying level of noise if this is more than 24dBA.

British Standard 8233

- 4.13 BS8233:2014 states that for steady external noise sources, it is desirable that the internal ambient noise level in dwellings does not exceed the guideline values in the table shown below.

Activity	Location	07:00 to 23:00	23:00 to 07:00
Resting	Living room	35 dB LAeq,16hour	-
Dining	Dining room/area	40 dB LAeq,16hour	-
Sleeping (daytime resting)	Bedroom	35 dB LAeq,16hour	30dB LAeq,8hour

Figure 2: Indoor ambient noise levels for dwellings (from BS8233 Table 4)

- 4.14 Annex G of BS8233 informs that windows, and any trickle ventilators, are normally the weakest part of a brick and block façade. Insulating glass units have a sound insulation of approximately 33 dB R_w and, assuming suitable sound attenuating

trickle ventilators are used, the resulting internal noise level ought to be determined by the windows. If partially open windows are relied upon for background ventilation, the insulation would be reduced to approximately 15 dB.

Operational objectives

- 4.15 The applicant is keen to promote good relationships with all commercial and residential neighbours. Therefore, in addition to all statutory obligations, it is a primary operational objective that noise from the normal commercial operation of the fourteen units does not have a detrimental impact on the neighbourhood.
- 4.16 Operational procedures have been prepared and will evolve as the site evolves. A dispersal strategy and noise management plan are included in the Operations Management Plan (current version at the time of writing was Version 9.0 dated June 2021). The dispersal and noise management procedures will be regularly reviewed and updated.

5.0 Balancing planning and licensing noise conditions

- 5.1 The guidance issued under Section 182 of the Licensing Act 2003 is clear in its general principles (Para 1.16) that *"[licence conditions] should not duplicate other statutory requirements or other duties or responsibilities placed on the employer by other legislation"*. Therefore if the objective of the prevention of public nuisance is satisfactorily upheld because there already exist tests of nuisance through The Environmental Protection Act 1990; The Noise Act 1996; and The Clean Neighbourhoods and Environment Act 2005, then additional conditions on a premises licence that merely duplicates these statutory requirements should not be necessary according to Home Office guidance.
- 5.2 Similarly planning guidance has, for a long time, stated that additional planning conditions which duplicate the effect of other legislation should not be imposed, and current planning practice guidance is clear that conditions requiring compliance with other regulatory requirements will not meet the test of necessity and may not be relevant to planning. It is a relevant consideration that the application site has been granted planning permission for the uses that now also require approval under the licensing regime.
- 5.3 The pragmatic approach to specifying relevant requirements for noise control conditions is that the more general noise criteria relating to the principle of use of the site are applied under the planning regime and more specific requirements relating to licensable activities such as hours of operation, the requirement for controls on regulated entertainment, or the need for a dispersal policy, are more effectively implemented and enforced through the licensing process.

6.0 The existing noise climate

- 6.1 The noise climate has been documented for the original planning application. Multiple environmental noise surveys were carried out by Equus Partnership at the site and can be found on the planning file for Application Ref: 15/AP/3066. Noise levels were found to be dominated by train movements on the railway viaduct which runs through the middle of the site.
- 6.2 Potential noise break-out from the development was considered during the planning consultation and concluded that noise break-out from the proposed retail and cultural uses should not have any significant adverse impacts on existing adjoining dwellings or commercial units in the vicinity of the site.
- 6.3 It was noted that there would be an increase in the number of workers and visitors as a result of the new retail units, offices and cultural offer. However it was found that it is unlikely that there would be any demonstrable harm caused to residential amenities from their comings and goings because of the site's location in a busy central London environment noting that the food and drink units would be subject to individual lease agreements to prevent noise nuisance to the residential neighbours. (See Appendix C, extract of noise comments from Development Management Report dated 12th July 2016).
- 6.4 It was considered in the report to the planning committee that *"the proposal was acceptable in relation to the noise impacts, subject to the attachment of conditions for opening hours, service hours and noise limits for plant and machinery"* (Appendix C, paragraph 135).
- 6.5 I am aware that an ongoing planning application seeks to increase the percentage split between retail and hospitality units and note that the incremental change in footfall at this location would result in no change to average noise levels.

7.0 Predicted noise of patrons leaving the site

- 7.1 The lowest background noise levels measured during the Equus surveys² at the application site were $L_{A90,15min} = 56dB$.
- 7.2 Having established the existing noise climate it is helpful to compare this existing noise with the predicted noise of a group of patrons in an area outside the premises.
- 7.3 In order to assist in the understanding of actual noise levels produced by people outdoors it is important to understand the effects of the noise source (i.e. people talking) and how that noise level increases as the number of people talking increases.

² See report ref EPL4310 time history graph A1, 27.02-15-02.03.15.

- 7.4 Referring to relevant international standards³ for human speech sound level, and also data held in our own library, normal conversation is typically in the range of 54-60dBA when measured at 1 metre.
- 7.5 In assessing for a worst-case condition then I have considered a larger than expected group of 20 people are talking outside one of the licensed premises as they leave at the end of the evening.
- 7.6 In normal conversation no more than 50% of them would be talking (there will be at least one listener for each talker). If we now consider people to be talking at the upper end of the normal speaking range, and look at a worst case scenario of half of the people talking concurrently at 60dBA, then in order to calculate the total noise level we logarithmically sum 10 sources of 60dB as follows:

$$\Sigma = 10 \log \left(n \times 10^{\left(\frac{60}{10} \right)} \right)$$

where n is the number of people talking

- 7.7 The formula above gives a value for total sound pressure level for a group of 20 people to be 70dBA⁴.
- 7.8 It is important to remember that this is a worst-case value, when 50% of the people are talking simultaneously and loudly. In reality general lulls in the conversation, smoking, or conversations where there are more than one listener to each talker mean that less than 50% of an average group will be talking simultaneously. I have also observed that groups walking in close proximity to each other will splinter into smaller groups of two, and talk with more hushed voices than static groups of people spread out, for example, in a pub beer garden seated around a large table and surrounded by other talkers.
- 7.9 Sound is attenuated in air and this effect is noticeable as the listener moves away from the source. In a free field for every doubling of distance from a noise source the sound pressure level L_p will be reduced by 6 decibels.

$$\begin{aligned} L_{p2} - L_{p1} &= 10 \log (R_2 / R_1)^2 \\ &= 20 \log (R_2 / R_1) \end{aligned}$$

where

L_{p1} = sound pressure level at location 1 (dB)

L_{p2} = sound pressure level at location 2 (dB)

R_1 = distance from source to location 1

R_2 = distance from source to location 2

A "free field" is defined as a flat surface without obstructions.

³ ISO 9921:2003 Ergonomics - Assessment of speech communication, Annex A, Table A1 shows the vocal effort of a male speaker and related A-weighted speech level (dB re 20 μ Pa) at 1 m in front of the mouth. The table indicates that relaxed vocal effort is 54dB, and normal vocal effort is 60dB.

⁴ Alternative calculation method according to Growcott, D (Consideration of Patron Noise from Entertainment Venues, Australian Association of Acoustical Consultants Guideline, Australia, 2009) using $L_{Aeq} = 21 * \log(N) + 43$ gives 70.3dBA and therefore shows very close correlation

- 7.10 In calculating distance attenuation, the noise of people talking is assumed to be a number of discrete point sources so if the noise source is 70dBA at 1 metre then at 2 metres it is attenuated to 64dBA, at 4 metres 58dBA, and so on.
- 7.11 Attenuation due to distance means that a separation distance of 5 metres renders the sound of 20 people talking in normal conversation to be below the background noise level of 56dB L_{A90} and this typically equates to being subjectively inaudible. A further attenuation of the noise source is achieved by the insertion of any physical barrier that obscures direct line-of-sight from the receptor position to the source position.
- 7.12 Inside a residential property all external noise sources are attenuated by the glazing, by the distance from the noise source to the window, and by any physical obstruction of clear line of sight to the noise source. Furthermore the average person may wish to protect themselves from the sound of traffic and other activity in the city and so may choose to sleep away from windows on a façade to a busy public area, or with their windows closed.
- 7.13 New residential developments in the area will be required to take into account the existing noise climate, including the impact of rail noise as observed in the original planning surveys, and will therefore have to provide suitable internal noise levels for normal living. This is typically achieved with modern glazing and ventilation systems.

8.0 Recommendations for noise control - remedial works

- 8.1 This is a development of purpose built/fitted-out units that have been constructed to comply with the comprehensive planning consent for the development. The planning committee considered if there would be demonstrable harm to residential amenities and concluded that the proposal was acceptable in relation to the noise impacts, subject to the attachment of conditions in relation to opening hours, service hours and noise limits for plant and machinery.
- 8.2 In reviewing the site plan and construction details for this licensing application I have not identified any additional requirements, above those required for planning compliance, for sound insulation, acoustic separation, acoustic barriers, or lobby doors in order to address the public nuisance licensing objective.
- 8.3 In my opinion additional measures are not required to promote the prevention of public nuisance: in the restaurant units an atmosphere conducive to relaxed dining will be promoted and so any music will be low-level background music allowing diners to talk. In the bar units where there may be higher levels of music playback a condition has been volunteered to set a limiter on each sound system. The limiter will be specifically set not to cause a nuisance to residents with the entrance door closed, or open, and therefore there is no requirement for any form of acoustic lobby door system in addition to the limiter.

9.0 Recommendations for noise control - operational

- 9.1 Premises licence conditions have been proposed for the bar and restaurant licences and these include robust noise conditions.
- 9.2 A dispersal strategy and noise management plan are included in the Operations Management Plan. The dispersal and noise management procedures will be regularly reviewed and updated.

10.0 Recommendations for noise control - sound system

- 10.1 It is expected that the bars and restaurants will have permanently installed background music systems. (It is also noted that most retail outlets will have similar sound systems, with some fashion stores operating quite substantial sound systems at high levels).
- 10.2 The restaurants will operate low power background music systems to allow diners to relax and speak at normal conversational levels. If bars operate at levels above background music then it is recommended that a limiter is fitted to the bar sound system.
- 10.3 All sound equipment should be periodically checked to ensure that the maximum operating level does not cause a nuisance at the nearest noise sensitive property. Assessment should be carried out, wherever possible, from the nearest noise sensitive property itself at a time when ambient noise is at its lowest (but within normal operating hours of the premises).

11.0 Conclusions

- 11.1 Big Sky Acoustics Ltd was instructed by Marcus Lavell of Keystone Law Limited, acting on behalf of MB Bermondsey (Guernsey) Ltd, to carry out an assessment of the impact of noise from the proposed licensable activities at the Borough Yards Development.
- 11.2 The principle of use has already been scrutinised by Southwark Council in its role as Local Planning Authority and found to be acceptable in relation to the noise impacts subject to the attachment of conditions for opening hours, service hours and noise limits for plant and machinery. In terms of operating hours this application seeks to regularise licensing to the planning consent already granted.
- 11.3 The application site includes the former Vinopolis premises that historically operated large events and tours, and the premises licence permitted a nightclub-style of operation for a capacity of 1250 persons.
- 11.4 It is of note that Vinopolis occupied an area for licensable activities of 6367m², whereas the new applications require a total 3594m² which is a 44% reduction in licensable activity area.

- 11.5 It is my professional opinion that the total impact of these fourteen separately styled units represents a significantly different, and lesser, impact than the operation of a single unit covering a larger area and operating to later hours.
- 11.6 The normal commercial operation of eleven restaurants, two bars, and one bar/restaurant within the development will not adversely impact on the licensing objectives, or have a negative impact on the surrounding area, as activities will be controlled within each unit by good operating practice and appropriate premises licence conditions. Additional development-wide policies will also assist in mitigating noise nuisance, for example through the use of security officers. Dispersal will be very gradual and this managed dispersal of patrons would not increase average noise levels in the area and therefore it is highly unlikely to result in a public nuisance or add to the cumulative impact in Borough or Bankside.

Richard Vivian BEng(Hons) MIET MIOA MAES MIOL
Principal Acoustic Consultant, Big Sky Acoustics Ltd

Appendix A - Terminology

Sound Pressure Level and the decibel (dB)

A sound wave is a small fluctuation of atmospheric pressure. The human ear responds to these variations in pressure, producing the sensation of hearing. The ear can detect a very wide range of pressure variations. In order to cope with this wide range of pressure variations, a logarithmic scale is used to convert the values into manageable numbers. Although it might seem unusual to use a logarithmic scale to measure a physical phenomenon, it has been found that human hearing also responds to sound in an approximately logarithmic fashion. The dB (decibel) is the logarithmic unit used to describe sound (or noise) levels. The usual range of sound pressure levels is from 0 dB (threshold of hearing) to 140 dB (threshold of pain).

Frequency and Hertz (Hz)

As well as the loudness of a sound, the frequency content of a sound is also very important. Frequency is a measure of the rate of fluctuation of a sound wave. The unit used is cycles per second, or hertz (Hz). Sometimes large frequency values are written as kilohertz (kHz), where 1 kHz = 1000 Hz. Young people with normal hearing can hear frequencies in the range 20 Hz to 20,000 Hz. However, the upper frequency limit gradually reduces as a person gets older.

A-weighting

The ear does not respond equally to sound at all frequencies. It is less sensitive to sound at low and very high frequencies, compared with the frequencies in between. Therefore, when measuring a sound made up of different frequencies, it is often useful to 'weight' each frequency appropriately, so that the measurement correlates better with what a person would actually hear. This is usually achieved by using an electronic filter called the 'A' weighting, which is built into sound level meters. Noise levels measured using the 'A' weighting are denoted dBA. A change of 3dBA is the minimum perceptible under normal everyday conditions, and a change of 10dBA corresponds roughly to doubling or halving the loudness of sound.

C-weighting

The C-weighting curve has a broader spectrum than the A-weighting curve and includes low frequencies (bass) so it can be a more useful indicator of changes to bass levels in amplified music systems.

Noise Indices

When a noise level is constant and does not fluctuate over time, it can be described adequately by measuring the dB level. However, when the noise level varies with time, the measured dB level will vary as well. In this case it is therefore not possible to represent the noise level with a simple dB value. In order to describe noise where the level is continuously varying, a number of other indices are used. The indices used in this report are described below.

- L_{eq}** The equivalent continuous sound pressure level which is normally used to measure intermittent noise. It is defined as the equivalent steady noise level that would contain the same acoustic energy as the varying noise. Because the averaging process used is logarithmic the L_{eq} is dominated by the higher noise levels measured.
- L_{Aeq}** The A-weighted equivalent continuous sound pressure level. This is increasingly being used as the preferred parameter for all forms of environmental noise.
- L_{Ceq}** The C-weighted equivalent continuous sound pressure level includes low frequencies and is used for assessment of amplified music systems.
- L_{Amax}** is the maximum A-weighted sound pressure level during the monitoring period. If fast-weighted it is averaged over 125 ms, and if slow-weighted it is averaged over 1 second. Fast weighted measurements are therefore higher for typical time-varying sources than slow-weighted measurements.
- L_{A90}** is the A-weighted sound pressure level exceeded for 90% of the time period. The L_{A90} is used as a measure of background noise.

Example noise levels:

Source/Activity	Indicative noise level dBA
Threshold of pain	140
Police siren at 1m	130
Chainsaw at 1m	110
Live music	96-108
Symphony orchestra, 3m	102
Nightclub	94-104
Lawnmower	90
Heavy traffic	82
Vacuum cleaner	75
Ordinary conversation	60
Car at 40 mph at 100m	55
Rural ambient	35
Quiet bedroom	30
Watch ticking	20

Appendix B - Site layout



Appendix C - Extract from Development Management Report

Application 15/AP/3066 for Full Planning Permission Report date: 12 July 2016 from Director of Planning

Noise

132. An environmental noise survey was undertaken to determine the existing noise levels affecting the site. Noise levels were found to be dominated by train movements on the railway viaduct with runs through the middle of the site. This noise intrusion can be controlled by the use of thermal glazing and appropriate sound insulation. A vibration survey was also carried out, the results of which confirm that despite the site's proximity to an existing railway viaduct, it is not subject to significant levels of vibration. Conditions would be imposed in relation to noise levels from plant.
133. Potential noise break-out from the development has also been considered, which concludes that noise break out from the proposed retail and cultural uses should not have any significant adverse impacts on existing adjoining dwellings or commercial units in the vicinity of the site. It is noted that there would be an increase in the number of workers and visitors as a result of the new retail units, offices and cultural offer. However it is unlikely that there would be any demonstrable harm caused to residential amenities from their comings and goings because of the site's location in a busy central London environment. The food and drink units would be subject to individual lease agreements to prevent noise nuisance to the residential neighbours. Conditions are recommended in relation to hours of operation of these units which should further ensure the protection of their amenities. It is recommended that an appropriate closing time for the food and drink units and cultural units would be midnight, balancing the proximities to residential occupiers, current hours of other users, and the historic (longer) opening hours of Vinopolis.
134. The development would result in a large number of service vehicle movements, including deliveries and refuse collection. As discussed in paragraph 142 below, servicing and deliveries would be limited to 07:00 to 10:00 hours on Mondays to Saturdays and 08:00 to 10:00, which should help to reduce the impact upon neighbouring amenities. Conditions are also recommended to ensure appropriate noise limits for plant and machinery.
135. It is therefore considered that the proposal is acceptable in relation to the noise impacts, subject to the attachment of conditions in relation to opening hours, service hours and noise limits for plant and machinery.



Borough Yards Tenants Handbook DRAFT

Note: this is an evolving document. The latest update date is shown in the header. Please check you have the latest version.



Contents

1. Introduction	4
1.1. Landlord – MARK.....	4
1.2. Your Managing Agents – Savills UK Ltd.....	4
1.3. Borough Yards.....	4
1.4. Operating Hours.....	4
1.5. Your Contacts.....	5
1.6. Postal address.....	5
1.7. Communications.....	5
1.8. Staff Benefits for Borough Yards.....	6
1.9. Staff Induction / Training.....	6
1.10. Rules and Regulations for Borough Yards.....	6
2. Occupier Areas and Common Parts	7
3. The Services	7
4. Access	8
4.1. Visitors.....	8
4.2. Staff.....	8
4.3. Public Transport.....	8
4.4. Contractors.....	9
4.5. Deliveries and Post.....	10
4.6. Disabled Access.....	13
4.7. Escape Routes.....	13
5. Security	14
5.1. CCTV.....	14
5.2. Access Control System.....	14
5.3. Maintaining a Secure Scheme.....	14
5.4. Key Holders and Emergency Call Out.....	15
5.5. Lost Property.....	15
5.6. Lost Children.....	15
5.7. Dealing with Trouble-Makers.....	15
5.8. Requesting Assistance.....	15
5.9. Banning Notices.....	16
5.10. Crisis / Emergency Plan.....	16
6. Provision of Services	16
6.1. Building Services and Maintenance.....	16
6.2. Cleaning.....	17
6.3. Refuse Disposal and Recycling.....	17
6.4. Plumbing and Drainage.....	19
6.5. Fat, Oil and Grease (FOG) Specification.....	19
6.6. Terrestrial / Digital Television Facilities.....	20
6.7. Management of Utilities.....	20
7. Health & Safety and Environmental Management	20
7.1. Health & Safety Management System Framework.....	20
7.2. Obligations and Responsibilities.....	22
7.3. Accidents / Injury.....	22
7.4. Enforcement.....	25
8. Occupier and Landlord Responsibilities	25



8.1.	Special Licences	25
8.2.	Occupier Liaison & Reporting	26
8.3.	Trading Requirements	26
8.4.	Business Improvement District (BID).....	27
8.5.	Rights of Entry	27
8.6.	Key Holders.....	27
8.6.	Staff Conduct	27
8.7.	Advertising and Signage	27
8.8.	Music & TV	28
8.9.	Overnight Accommodation.....	28
8.10.	Good Neighbours	29
8.11.	Bar / Restaurant Dispersal.....	29
8.11.	Insurance	30
8.12.	Animals	30
8.13.	Pest Control	30
8.14.	Dealing with Customer Complaints and Feedback.....	31
9.	Environmental Policy	31
10.	Alterations	31
11.	Changes to This Document	31
	Appendix 1 - Site Rules (occupiers and visitors)	32
	Appendix 2 - Location of Shared Surface Service Bays	33
	Appendix 3 - Delivery Noise Management Plan	34
	Appendix 4 – Draft Crisis / Emergency Plan	35
	Appendix 5 - Insurance Notification Form	36
	Appendix 6 - Fit Out Guide	37



1. Introduction

1.1. Landlord – MARK

MARK, previously Meyer Bergman, is a privately held specialist real estate investment management firm headquartered in London, England with a highly experienced, entrepreneurial team dedicated to the acquisition and active management of retail anchored assets throughout Europe.

The Landlord's primary objective is value creation through the active development, repositioning and asset management of under-utilised or undermanaged retail assets including shopping centres and high street shops in downtown and out-of-town locations, as well as corporate opportunities with a significant retail angle.

Crucial to this is the focus on relationships with customers; a partnership approach with retailers and stakeholders that is both professional and productive.

For further information, please visit www.thisismark.com

1.2. Your Managing Agents – Savills UK Ltd

Our Property and Asset Management team aim is to ensure that we establish good occupier relationships in order to create, manage and sustain an attractive environment for our occupiers under management to occupy and trade successfully from.

1.3. Borough Yards

Borough Yards is a unique and exciting mixed use retail and leisure and office scheme within the railway arches adjacent to Borough Market in Southwark, comprising of a cinema, retail units, restaurants, and 2 office blocks totalling 141,383 sq. ft. NIA.

1.4. Operating Hours

Borough Yards is an open outdoor scheme which operates seven days a week and is open to the public from 6 am until 30 minutes after the last occupier closes (to be finalised).

- Core retail hours are 10 am – 8pm Monday to Saturday
- Core retail hours are 11am – 5pm Sundays and Bank Holidays
 - (please see: <https://www.gov.uk/trading-hours-for-retailers-the-law>) for more detail
- Core restaurant hours are 12pm – 12 midnight – Monday to Saturday
- Core restaurant hours are 12pm – 11pm – Sundays and Banks Holidays
 - Note: from 10pm onwards there must be no outside dining and
 - units with bi-fold doors must also close these by 10pm (*bi-fold door timings under review*)
 - Please note there must be strictly **no trading between midnight and 8am on any day (11pm and 8am on Sundays)** – this also applies to Cinema & Gallery spaces
- Restaurants may open from 8am for Breakfast.



Any request to trade outside of these hours and must be agreed with Estate Management.

From time to time changes may be required to opening hours which will be discussed with all occupiers in advance.

Please note: the gates to Park Street, Dirty Lane and Stonecutters Lane close at 10pm and customers should be directed out onto Stoney Street after this time.

For special licensed premises alterations please also see [Section 8.1](#)

1.5. Your Contacts

Savills Management Team comprises of:

Name	Role	Tel. No	Email Address
TBC	Mobilisation Lead	LL Mob	TBC
Emma Spendlove	Management Surveyor	LL Mob	TBC
Kate Miller	Estate Manager	TBC	TBC
TBC	Security Contacts	TBC	TBC
Helpdesk	Out of hours	TBC	TBC

The Estate team will co-ordinate quarterly occupier meetings to provide an update on the running of the scheme. Occupiers are encouraged to participate in these meetings and raise any matters to be discussed.

A monthly newsletter will be produced and issued to all occupiers. Any items within the newsletter will be discussed within the quarterly occupier meetings.

1.6. Postal address

Each unit has its own number and the postcodes vary around the scheme:

Stoney Street SE1 9AD/ Dirty Lane: SE1 9PA / Stonecutters Lane SE1 9RZ / Park Street SE1 9EQ / Bank End SE1 9FJ / Clink Street SE1 9SQ

Deliveries typically arrive at the Stoney Street entrance **SE1 9AD**.

1.7. Communications

The links below will be used to market Borough Yards, to promote the scheme, occupiers and marketing initiatives. The management team encourage all occupiers to promote these and engage with the marketing strategy.

Borough Yards Website:

www.boroughyards.com



Borough Yards Twitter: @BoroughYards
Borough Yards Facebook: Borough Yards
Borough Yards Instagram: Borough Yards
Borough Yards TikTok: BoroughYards

Relevant information is emailed regularly to all tenants and a member of our Centre Management team visits units on a regular basis to update on any changes.

1.8 Staff Benefits for Borough Yards

These are still being developed but the Estate Management is keen to work with each new occupier to see if discounts can be offered to staff working in the scheme.

You may wish to join the Better Bankside Buzz scheme which promotes discounts to visitors:

<https://betterbankside.co.uk/what-we-do/buzz-card/>

1.9 Staff Induction / Training

All stores should be run professionally in accordance with good business practice. All staff should be well trained, knowledgeable and enthusiastic. There should always be an adequate number of staff to provide excellent customer service at all times during trading hours.

The Borough Yards induction is mandatory for everyone working on site. You will be issued with the induction process by our Estate Management team. Please go through this with every new employee and get them to sign to confirm that they have been inducted.

1.10 Rules and Regulations for Borough Yards

Appendix 1 – lists all sites rules that are applicable to both occupiers and visitors. Please ensure you are familiar with these rules and help us apply them across Borough Yards. You may specifically wish to give the below consideration:

- No nuisance, no loud music / no playing of instruments (except by permission)
- Music from retail / food and beverage units to be controlled for volume and time
- Prohibited items include knives, air horns, flag poles, banners, darts, needles, fireworks, smoke/gas canisters, tools, bottles, glasses, alcohol and laser pens or any article that the Management think may cause harm to others
- Dogs are allowed in the scheme. You may wish to add a sign to you unit if your business does not allow dogs.
- No soliciting, distribution of pamphlets / papers etc (except by permission)
- For those tenants whose units face directly onto Stoney Street, they are prohibited for serving patrons outside.
- The tenants are not to allow any use of outdoor seating after 10pm.
- Units with bi-fold doors must close these by 10pm (*under review*)
- For those tenants whose units face directly onto Bank End, those units are only to be utilised for alfresco dining that must cease at 10pm. There will be standing up drinking in this location.



- No drinking of alcohol outside the designated areas associated with retail tenancies, and subject to any drinking in designated areas permitted under licensing arrangements. Food and Beverage offers to be subject to controls for late night operation.
- No rubbish to be left by retailers or tenants or obstruction left anywhere
- No vehicular movement except under strict control and permission of the Centre Management team
- No access is to be given to customers to any back-of-house areas

2. Occupier Areas and Common Parts

Your responsibilities as an Occupier are set out in your lease. This legally binding document will set out the obligations of both Occupier and Landlord and the areas over which these responsibilities extend.

The common parts are the Landlord's responsibility to maintain for the shared benefit of all Occupiers in the scheme. The Landlord's costs in doing so are charged to the Occupiers through the service charge.

The demised area is the area that the Occupier has responsibility to maintain.

3. The Services

The Landlord and the Managing Agents aim to provide:

- Prompt and efficient service
- Cost effective solutions
- Total customer satisfaction
- Quality for customers
- Quality of service
- Effective communications

The main point of contact to report any scheme related problems or issues should be the Estate Manager who will contact the Management Surveyor. Security staff will be on site at all times.

The cost of the services is recovered through the service charge. The service charge runs for 12 months and commences **TBC** each year. The managing agents will estimate the costs of the services for the forthcoming year, together with any planned expenditure necessary to maintain the fabric of the scheme and its plant, and produce a service charge budget. The planned expenditure is fairly apportioned between the occupiers on the basis of floor area and recovered through on account payments. This is known as your on-account budget service charge.

At the end of the year, when the actual expenditure is known, the accounts are reconciled, audited and the appropriate balancing debts or credits are issued.



4. Access

The primary point of access and egress for all staff and visitors to individual occupier units is the main entrance to each occupier area.

Access to any other areas or the roof should be agreed in advance with the on-site team and should be carried out in line with the roof safety protocol.

4.1. Visitors

Visitors only requiring access to occupier areas are not required to sign-in, however should access be required outside of occupier demised areas then visitors email or call the the Site Team / Security for permission to be granted on xxxx. If visitors are to undertake any work or need access to restricted areas then please refer to the Contractor section below.

4.2. Staff

There is no staff parking on site.

Staff are encouraged to cycle to work and utilise the cycle bays located within the basement area of the scheme, which can be accessed via an access controlled door to stairs and lifts within the scheme. Borough and London Bridge Stations are located within 0.5 mile (800m) of Borough Yard and staff are also encouraged to use the available bus routes to travel to work.

Access control passes will be issued to staff that require them. If they are lost this must be reported to site security immediately. Passes that are not used for two weeks+ will be blocked. Lost passes can be replaced at a cost of £10.

A Travel Plan has been prepared for the site and will be shared with occupiers. The occupier is to work with the Landlord to encourage the use of sustainable modes of transport other than the car. In the second year of occupation of the scheme a travel survey will be carried out. Occupiers will be required to complete this survey for all staff to look at how people travel to work to understand what percentage of staff travel to work by sustainable modes of transport, to understand how this compares with proposed measures and any additional measures to be taken to encourage the use of public transport, walking and cycling to the site.

A Skills and Employment Plan has been put in place for Borough Yards for the completed development. The occupiers are to work with the Landlord to encourage sustainable employment opportunities from within the London Borough of Southwark to help facilitate the Skills and Employment Plan. This plan will be shared with occupiers.

4.3. Public Transport

Staff are encouraged to use public modes of transport with Borough and London Bridge Tube stations in close proximity or to use the available bus routes to travel to work.



4.4. Contractors

All contractors must work under a Permit to Work system and, if working outside the Occupier's demise, a Permit for Access. All contractors are to sign in at the management office and obtain a Permit if appropriate. This principle applies to all Contractors including Landlord's Contractors.

Please Note: All works on common areas will be strictly controlled by permit system. This will include the control of all high risk areas. Permits and ID must be shown whenever requested by the site team.

A copy of Borough Yard's' Site Rules must be given to all contractors working on site. A copy of this can be issued by the Site Team and is available in Appendix 1.

Access to the occupier's unit in most cases is from the front of unit. The core retail hours and restaurant hours are:

Core retail hours are 10 am – 8pm Monday to Saturday

Core retail hours are 11am – 5pm Sundays and Bank Holidays

Core restaurant hours are 12pm – 12 midnight – Monday to Saturday

Core restaurant hours are 12pm – 11pm – Sundays and Banks Holidays

Some retailers may open early for breakfast trade and restaurants and leisure uses may open later for evening trade.

Service engineers will be allowed to unload / load tools using the shared surface area known as 'Soap Yard' during the servicing period between 7am and 10am. Outside of these times, no vehicles are permitted onto the shared surface area and engineers will have to find alternative parking to unload tools etc.

Working in Occupier's Unit – During Scheme Operating Hours (10.00 to 24.00)

Minimum information required by the Site team is:

- Name of occupier
- Contractor name
- Contractor contact name and number
- Proposal
- RAMs
- Copies of public liability and employee insurance

This information should be supplied 48 hours (72 hours for work over the weekend) prior to the contractor attending site. Information should be emailed to the Estate Manager at **xxxx**. This information can be emailed either by the occupier or the occupier's contractor or representative. If information is supplied the contractor will be allowed access to the shared surface area during the servicing period 7am – 10am to load and unload and will be issued with a day pass for the site.



Working in Occupier's Unit – Outside of Scheme Operating Hours (24.00 to 10.00)

As per normal working hours, except the actual number of contractors who will be on site should be advised.

Emergency Work in Occupier's Units

If an occupier has an emergency that requires work to be undertaken, contractors will be permitted on site without 24 hours' notice. To ensure that the contractor gains access the occupier should:

- Telephone the control room
- Provide the name of the contactor
- Provide a contact name and number for the contractor and the occupier
- Advise the nature of the emergency.

The estate management team will still require the following for work to commence:

- Contractor name
- Contractor contact name and number
- RAMs
- Copies of public liability and employee insurance

Working Outside Occupier's Units

If a occupier requires work to be undertaken to the outside of their demised unit, the occupier will require landlord consent as stipulated within their lease. All works should be notified to both the Site team and to the Managing Agent, via email at least 5 working days before and should include the following information:

- Name of occupier
- Contractor Name, Contact Name and Number
- Proposals
- Programme
- RAM's
- Contractors Insurance - public liability and employee insurance
- Permit to work (if required)

4.5. Deliveries and Post

Occupiers are to arrange their own deliveries. There is no service yard at Borough Yards. All deliveries are to be via a shared surface area on Soap Yard between a fixed servicing period between 7am -10am, Monday to Saturday and 8am-10am on Sundays and Bank Holidays. Each delivery slot will be allocated a maximum of 15 minutes. As part of the site wide delivery and servicing strategy for Borough Yards, each tenant has to meet and collect their deliveries from the shared service area. Borough Yards management team will not take responsibility for deliveries left unattended.

During servicing hours, the bollards at the entrance to the shared surface at Soap Yard will be dropped whilst the delivery vehicles are on site, after which, they will be raised by the security team once the vehicles have left. The site security team will direct vehicles and drivers and occupiers must follow their instructions.



There are 7 loading bays and 1 refuse bay within the shared area showing sufficient space for the delivery vehicle to approach the accesses to the scheme at Soap Yard without blocking the road network behind. The vehicle can then continue into the Yard in a forward gear at no more than 10 mph and park up as identified on the swept path drawings into 1 of the loading areas. The width of the exit from Soap Yard to Park Street 6 metres allowing for vehicles to easily move into and out of the scheme without conflict.

There will be no road markings on Soap Yard as this is a shared surface used by pedestrians and cyclists, but all drivers will be made aware of the arrangements by the on site management team who will oversee deliveries and manage the process accordingly having regard for pedestrians and office workers moving through the scheme. Cyclists will be asked to dismount and walk cycles through the development for safety as part of the on site management regulations. Signage will be located at all entrances to the scheme asking pedestrians and cyclists to be vigilant between 7am – 10am as vehicles are using the shared surface area. The delivery manager and on site security will wear high visibility jackets while monitoring the servicing during this period, so they are easily identified by the public. Furthermore temporary barriers will be put in place when vehicles are turning to keep pedestrians and cyclists safe during the servicing period. These barriers will be stored away outside of servicing hours.

Loading and unloading will be restricted to Soap Yard between 7am and 10am, with large rigid vehicles 8M (7.5 tonne) being the maximum size of delivery vehicle permitted onto the shared service area. Any service vehicles arriving at the scheme which exceed this size will be turned away.

See **Appendix 2** for location of the 7 loading bays and 1 refuse bay on the shared service area.

Vehicles will exit via Park Street back on to the highway network at Southwark Bridge Road. There is no width restriction to the entry of Soap Yard although the modelling has been based upon the dimensions of a **8M rigid vehicle (7.5 tonne)**. The only 10M rigid vehicle permitted onto the shared surface area will be refuse collections vehicles who will collect refuse within the 7am-10am servicing timeframe, booking in to make a collection in the same way as delivery vehicles. Retailers will be made aware of the 8M delivery vehicle size limit.

Other Unit Servicing Access and Egress

Office Deliveries

For the offices, it is expected that some deliveries will be required after 10.00am. As such, servicing activity for the proposed office space will be accommodated on Park Street.

Deliveries are likely to comprise of stationery orders, water and post and courier deliveries and collections in light goods vehicles.

Cinema Deliveries

Deliveries for the cinema are likely to comprise food and drink deliveries. Where possible delivery vehicles to the proposed cinema will undertake servicing from the shared surface area with any unavoidable adhoc deliveries taking place from Park Street.

Occasional deliveries such as couriers etc. for the offices and cinema e.g. cash collection which are not possible within the servicing times will take place on the parking bays on Park Street or double yellow lines on Bank End.



Out of hours deliveries

There will be no deliveries outside core servicing hours other than the Cinema and Office deliveries detailed above.

Emergency Services

The fire brigade watches will be invited before the scheme opens to visit as part of site familiarisation. In the event of an emergency, bollards will be dropped and security will assist unimpeded access onto site.

Vehicle Delays/Missed Slots

If a vehicle is delayed due to traffic or unforeseeable incident within the road network and miss their delivery slot, they must phone the scheme as soon as possible to advise of the missed slot and see if it is possible to reschedule for a later slot that morning. It is anticipated that each 15 minute slot will not be filled to capacity as per the survey data, so should a vehicle arrive late but within the servicing timeframe, delayed vehicles should be able to be accommodated. If a vehicle arrives after 10am, then the vehicle will be turned away and asked to reschedule for the following day. If the goods are perishable and relate to a restaurants ability to trade, then they will be permitted to deliver the goods via the parking bay on Park Street.

Repeated delays/missed deliveries will be taken up with the particular retailer, to speak with their logistics company to ensure this is addressed and prevented going forward.

Delivery booking system and Retailer responsibilities

A delivery booking system will be in place to ensure that each delivery will have a specific time slot and that deliveries are managed according to the capacity of the servicing facilities available. This “booking system” will be managed by provision of a shared calendar or any other on-line programme/system. All expected and scheduled deliveries and servicing are identified, booked and scheduled on line which form a basis for scheduling further deliveries. By implementing this method, it will be ensured that no multiple deliveries occur at the same time.

Logins for the delivery booking system can be created here [xxxx](#)

Deliveries not arriving in accordance with their agreed delivery slot will be turned away and a new appointment made as part of a managed process. This helps ensure that servicing vehicles avoid the network peak and those times associated with the scheme’s peak trading periods.

The delivery driver will ring their retailer to announce their arrival and when given the go ahead by onsite Delivery Manager will be allowed onto the shared surface area and met by a member of the retailer’s team to unload.

Retailers are encouraged to consolidate deliveries wherever possible such that the numbers of vehicles entering and exiting the servicing area is minimised.

The respective occupiers will oversee all their own deliveries and manage the process having regard to service vehicles and pedestrians who may be walking across the shared surfaces.



Servicing Regulations

Please note a draft Delivery Noise Management Plan in **Appendix 3** as well as the following general regulations will apply to all service deliveries within the scheme:

Servicing within the shared loading bays will be supervised by the occupiers on site management team. Their instructions/directions are to be acted upon immediately.

Any driver refusing to follow site regulations/act on instruction from the on site management team will be asked to leave site immediately. Repeated breaches could lead to the driver or even the delivery company being banned from site.

Under no circumstances are drivers authorised to take a break whilst parked, including rest breaks taken in the cab or vehicle.

Under no circumstances should vehicle engines be left running when vehicles are parked. Vehicles awaiting an appropriate bay must switch off their engines.

Staff will not be permitted to park on the shared surface. Any vehicles parked which are not authorised, are liable to be removed or subject to other enforcement which may involve a penalty charge.

Special Deliveries

Any special deliveries to the site, such as cash collection or plant maintenance vehicles will need to be pre-arranged with the relevant occupier. The delivery time and duration will need to be agreed to minimise the impact upon the routine daily servicing requirements of the development, these are most likely to be accommodated within the Park Street parking bay.

Postal Deliveries

All mail will be delivered by Royal Mail directly to each occupier within their business hours. The occupiers will be responsible for their own outgoing mail and therefore each occupier will be required to make their own arrangements with regard to collection of post or either delivery to the nearest post box or alternatively the Post Office. Post and courier is expected from motorbike or light goods vehicle

4.6. Disabled Access

All occupiers are reminded that maintaining disabled access to all areas of Borough Yards is vital at all times. Borough Yards has been designed with disabled access in mind. Due to the size of the scheme we do not have public toilets and would ask F&B outlets that have public toilets to allow visitors access when asked.

4.7. Escape Routes

Please refer to Section 7.3.1



5. Security

We wish to ensure a safe and secure environment for members of the public and staff at Borough Yards, together with providing the best possible customer service at all times.

Borough Yards is controlled by 24-hour security 7 days a week. Borough Yards is covered by CCTV surveillance within the common parts.

Although occupiers will be responsible for dealing with all security incidents within their own premises the site team will consult with occupiers to discuss security issues. The intention is to encourage co-operation between the site team and occupiers and to effect enhanced security for the overall benefit of Borough Yard. **In the event of a serious or escalating problem please make our Control Room aware.**

5.1. CCTV

There is CCTV covering the common parts of the retail and leisure areas of the scheme for the purpose of crime prevention and public safety. This system is operated under the Information Commissioners CCTV Code of Practice based on the EU General Data Protection Regulations, and other recent legislation that affects the use of CCTV. The CCTV is operated on behalf of the Landlord by The Managing Agents and any requests to view footage or live recordings will be available only in compliance with the Data Protection Act.

You may wish to install CCTV within your own unit.

5.2. Access Control System

An access control system will be in place for access to back of house corridors providing access to the cycle stores of retail and office staff and refuse and plant rooms.

Any access control systems installed within occupier areas are controlled and operated by the occupiers themselves.

5.3. Maintaining a Secure Scheme

Borough Yards management team places strong emphasis on security.

We cannot maintain secure premises without the active co-operation of the Occupiers. In particular, we ask that:

- Any suspicious objects, odours or occurrences seen within the scheme or its vicinity should be reported to Security immediately.
- If any Occupiers or their staff receive any verbal or written threats which could affect any Occupier or user of the scheme or the scheme itself the matter should be immediately reported to Security.

Please note that Occupiers have the responsibility for ensuring the security of their own demised areas.

All Occupiers must provide out of hours emergency telephone number for key staff members.



5.4. Key Holders and Emergency Call Out

Each unit should ensure that the site team is provided with 3 or more key holders, and, where possible, that key holders are within a 30-minute journey from Borough Yards. Key holder details must be regularly updated to maintain accuracy and prevent Borough Yards attempting to contact key holders who have left or are on holiday. Please assist by informing the site team if your key holder list changes.

A prompt turnout when called is important for the security of your unit and Borough Yards. In the event of a callout, the key holder must make a return call to the control room to confirm the estimated time of arrival.

Out of hours access to your unit

If an occupier's alarm activates or any situation occurs within a occupier's unit outside normal scheme trading hours, a key holder will have to be called out to investigate and reset the alarm. In the event of an emergency that requires access to the unit, the police will also use key holder information.

Borough Yards management does not hold keys for your unit and therefore is not authorised to accept keys from occupiers.

5.5. Lost Property

If items of lost property are handed in to your unit, please pass lost property to the next Borough Yards security guard or cleaner that you see or call control and ask someone to collect from the Estate Team to collect it.

5.6. Lost Children

Any incidents of lost children within your premises should be reported via telephone to the Site team. Please keep children safe and monitored within your unit until their guardians can be found.

5.7. Dealing with Trouble-Makers

Other responsibilities of our on site management team include:

- Liaison with occupiers with the aim of crime prevention
- Dispersing large groups of people who appear to be loitering within the scheme
- General monitoring of visitors for known thieves as well as individuals who are banned from the scheme
- Assistance in escorting visitors from site that appear to be drunk or under the influence of drugs or displaying behaviour not suited to a relaxed social environment
- Ensuring that visitors do not drink or smoke in unallocated areas.

Security will typically not enter individual occupier's units unless absolutely necessary. All security incidents should be reported to the site security team and the police.

5.8. Requesting Assistance

Any person suspected of committing an offence will be monitored by CCTV and details passed on to the police.



5.9. Banning Notices

Management have the ability to ban customers who continually cause trouble at Borough Yards.

Banning can be issued in two ways:

- Verbal ban (most commonly used)
- Written ban

Once banned, customers are generally banned for up to 6 months for the following reasons:

- Theft
- Drunk and disorderly or drug use
- Fighting
- Spitting
- Loitering
- General unruly conduct
- Anti-social behaviour.

If a banned member of the public is seen, you should notify Security. Pictures and details of banned people are kept on file for reference, but for data protection reasons access to this data is restricted.

5.10. Crisis / Emergency Plan

Crisis / Emergency Plan is being finalised – details to be added. To be included within Appendix 4.

6. Provision of Services

Borough Yards onsite management team manages the following services which are provided through the service charge:

- Building Services and Maintenance
- Cleaning, Landscaping & Security
- Health & Safety
- Fire Safety of common areas only
- Utilities to common areas only

6.1. Building Services and Maintenance

All base building systems within the common parts are maintained to a high standard to a planned maintenance programme.

Due to operational, maintenance and safety decisions, the provision of services may need to be curtailed from time to time. In such occurrences, we will endeavour to give you as much notice as possible.

In order to undertake essential works to Landlords communal areas, maintenance shutdowns may be required. At least one month's notice will be given of any planned shutdown and be agreed with the occupiers where possible.



Lamping, emergency lighting, power and portable fire extinguishers within the Occupier's demise will be the responsibility of the Occupier to maintain and renew. Similarly, any additional drainage runs which may have been installed by the Occupier to serve kitchenettes or shower facilities for example will also fall within their repairing obligations. Occupiers will also be responsible for ensuring that any showers in their demise are maintained in accordance with the relevant water management regimes to prevent legionella outbreaks occurring.

6.2. Cleaning

The common parts such as the streets and back of house areas will be cleaned regularly by contract cleaners instructed by the Managing Agent on behalf of the Landlord.

The cleaning of the demised premises is the Occupier's responsibility. The demised premises shall be kept in a clean and tidy condition. Windows, window frames and all glass in the demised premises should be cleaned as often as necessary. In the event of water or detergents being spilt onto common floors or external pavements during window cleaning operations, the necessary clearing of the same is to be promptly carried out by the Occupier.

Only window cleaners who have submitted a statement of safe method of operation and who carry public liability cover approved by the Management team will be allowed into landlord's areas.

Occupiers may wish to use the same cleaning company as the Landlord for economies of scale and improved security. The site management team can provide details on request.

Occupiers are to provide their cleaners with secure storage within their own demise.

Where there is an interface e.g. unit fronts and external seating areas, occupiers must liaise with centre management to ensure a satisfactory cleaning regime.

The Management team can provide details of the estate cleaning provider should you wish to use the same operator.

6.3. Refuse Disposal and Recycling

The Borough Yards management team is committed to minimising its output of waste and taking positive action to segregate waste streams and recycle into the following principal waste streams as a managed service:

- Dry recyclables – plastic and paper
- Cardboard
- Wet non–recyclables e.g. food waste
- Glass recyclables
- Metal



Each commercial unit should have a refuse storage provided within it which is specified clearly within the fit out drawings for the unit. In addition to this daily storage, communal office and A1/A3 retail refuse and recycling store is provided at sub-basement level. Retailers will take their segregated waste in clear securely tied clear plastic bags (food waste to be double bagged) to these refuse stores on a daily basis using the dedicated refuse lift. Retailers must not transport their waste to the refuse store during peak hours of the development. All cardboard is to be flattened. A bin press will be located in the basement to reduce the volume and its storage. Food waste dewatering/digesting and composting will be explored to reduce the wet waste from the food and beverage operators. Retailers will be encouraged to backhaul some of their waste streams such as cardboard and plastic back to their individual depots which will reduce the impact of freight activity within the scheme and surrounding road network. Managed refuse collections will be undertaken from temporary collection points within the site. A private contract agreement will be drawn up to collect the segregated and compacted refuse material. All pick-up times will be agreed and arranged with the on-site management to avoid peak periods in accordance with Servicing Collection Times.

It is anticipated the following refuse collections will take place each week.

- General Waste x2 - 4 bins per collection
- Food Waste x 1 – 8 bins per collection
- Glass x1 – 8 bins per collection
- Dry Recyclables x3 – 15/16 bins per collection
- Metal – adhoc as required anticipated once a month.

The occupiers of Borough Yards are responsible for segregating and taking their waste and depositing it into the appropriate bin within the refuse room in the basement accessed via the refuse lift. Colour coded signs and bins will inform the retailer of which bin to put the relevant waste into.

Occupiers will be responsible for waste collection to ensure correct recycling and waste collection procedures are complied with. It is not permitted under any circumstances to store refuse in the service corridor or on the floor of the common areas or bins stores. Any occupiers identified as responsible for this may be charged for its removal and cleaning. Borough Yard's onsite management team will ensure that waste is not left within the streets for long periods of time and take action where necessary when such rules are breached.

No trade waste or building materials are permitted in the common area litter bins and the occupiers should liaise with Scheme Management should they wish to arrange for the removal of waste by a skip/waste container. This may need to be removed out of hours so as not to interfere with the delivery regime in the loading bays.

Occupiers are responsible for the safe disposal of all types of electrical lamps and batteries (fluorescent tubes, sodium lamps, mercury lamps etc.). Arrangements should be made through approved waste contractors and necessary disposal procedures implemented.

Waste from Landlord common areas will be managed by the Managing Agent.

In the interest of general hygiene, it is recommended that all refuse should be securely bagged when deposited within refuse bins. Occupiers are responsible for the safe disposal of all types of electrical lamps and batteries (fluorescent tubes, sodium lamps, mercury lamps etc.). Arrangements should be made through approved waste contractors and necessary disposal procedures implemented

Waste fat, oil or grease must be disposed of in waste drums or containers and via a recognised disposal agency. Under no circumstances should these materials be disposed of via drains. Occupiers may be liable for charges in the event of drain blockages being caused by such disposal methods.



Borough Yards recognises the need to minimise the impact of refuse for landfill generated within the scheme on the environment. The management of Borough Yards aims to ensure that occupiers maximise the proportion of waste that can be recycled so that we comply with statutory authority requirements.

6.4. Plumbing and Drainage

Plumbing and drainage facilities shall not be used for any other purpose than for which they were constructed, and no foreign substance or dangerous chemicals of any kind shall be deposited therein.

Full grease traps must be fitted and regularly serviced. This is of particular importance bearing in mind the catering facilities at Borough Yards. This item will be monitored on the Quarterly Property Inspections carried out by the on-site management team.

6.5. Fat, Oil and Grease (FOG) Specification

For all units involved in the sale of food it is mandatory that FOG trapping and recovery equipment is fitted to cover **all** sources of contamination in the wastewater leaving the demise to prevent FOG from entering the Landlord's drainage system.

FOG trapping equipment shall be fitted to cover all lines which will be used for conveying kitchen wastewater. Once installed the equipment shall be maintained to a high standard by a specialist licensed contractor and service records shall be kept onsite for auditing by the Landlord and any representative of the landlord permitted to complete FOG reviews. In addition site staff shall be trained to check the equipment on a daily basis to ensure its full operating efficiency is maintained.

Owing to the design of the drainage and the usage, discharge of any FOG into the Landlord's drainage system will not be permitted. If this does occur the Landlord will seek to recover costs for any blockages, contamination or damages which arise from FOG discharged from unprotected lines in addition to imposing remedial works within the Occupier's demise prior to permitting food preparation operations to recommence.

All installation, maintenance and repair of any FOG equipment should be in line with the FOG Specification Document. This is available from the Site team.

Material removed from FOG management equipment is considered to be hazardous waste and must be disposed of correctly. There are additional legal requirements that govern the disposal of FOG waste and the Occupier has a responsibility to ensure that their licensed contractor is acting in compliance of the law and the local site requirements.

Service records should be ready for inspection at **all times** and detail time & date of service visit along with details of how much (litres) waste was removed and where the waste was taken.

Occupiers will comply with all appropriate legislation in respect of the storage, cooking and disposal of food.



Under no circumstances are oil products to be disposed of into the waste bins; or left in the Service Areas; or put down the sinks and drains.

Please refer to the FOG Specification which can be found in Appendix 5.

6.6. Terrestrial / Digital Television Facilities

Occupiers will not be allowed to install any aerials or other equipment without the approval of the Management Surveyor. All contractor methods of work and cable runs must be approved by the Property Manager. Please liaise with the site team in the first instance.

6.7. Management of Utilities

It is the responsibility of the occupier to maintain the utilities with their unit. All other external/common areas are maintained by Borough Yards.

Electricity

It is the responsibility of the occupier to make an application to the local electricity supply company to arrange a suitably sized electricity supply to accommodate the unit's present and future electrical requirements. The occupier is responsible for all associated installation costs and for the payment of all electricity bills for their unit.

Gas

It is the responsibility of the occupier to make an application to the local gas supply company to arrange a suitably sized gas supply to accommodate the unit's future and present gas requirements. The occupier is responsible for all associated installation costs and for the payment of all gas thereafter.

Water

It is the responsibility of the occupier to make an application to the local water supply company to arrange a suitably sized water supply to accommodate the unit's present and future water requirements. The occupier is responsible for all associated installation costs and for the payment of all gas thereafter.

Temporary water and electricity supplies from Landlord areas will be available during fit out periods. Costs to be confirmed with Site Management.

7. Health & Safety and Environmental Management

7.1. Health & Safety Management System Framework

Our objectives for Borough Yards are:

- No accidents
- No harm to people; and
- No damage to the environment.



To achieve these objectives, a framework has been developed to direct our health & safety processes and activity. If you require further information then please contact Site Management.

All occupier Health & Safety Management should be recorded and provided to management on request.

7.1.1. Leadership and Accountability

Savills Commercial Property Management (CPM) procures in excess of £200m worth of hard and soft facilities management services on behalf of its clients each year and is committed to doing business legally and ethically wherever it operates

All Savills Approved contractors must fulfil the following criteria:-

- Accreditation to the SM&MS Contractor Plus and/or Safe Contractor
- Satisfactory Red Flag credit report
- Identification of current CIS status (applicable to the work types carried out)
- Current environmental & sustainability policy
- Employ staff at living wage rates
- Operate a local employment policy

Contractors cannot be added to the Savills Approved Contractor database without prior consent from the Procurement Manager.

7.1.2. Risk Assessment and Management

Management of risk is a continuous process and the cornerstone of our framework. Through H&S Consultants, we routinely identify the hazards and assess the risks associated with our activities. Initial audits of H&S, Fire and Water Risk and Environmental are reviewed and updated annually.

7.1.3. People, Training and Behaviours

People's behaviour is critical to our success. All staff are carefully selected and trained, and their skills and competencies regularly assessed. We train our site management team and property managers to the same high standards using the Institute of Occupational Safety and Health (IOSH) together with BIFM accredited Environmental and Sustainability accredited courses. All on site management team employees will receive customer service training focussed on delivering excellence.

7.1.4. Working with Contractors and Others

Contractors, suppliers and others are key to our performance and we will assess their capabilities and competencies to perform work on our behalf. We will work together with them to ensure our H&S expectations are aligned. We will monitor contractors' performance and ensure our procurement processes contain the rigor to deliver our expectations.



7.1.5. Information and Documentation

A web based H&S information management system is utilised to hold and log all risk assessments and audits together with the latest state of compliance. Access and compliance reporting is given to the centre management team, and the Landlord.

7.1.6. Incident Analysis and Prevention

Incidents will be reported, investigated and analysed to prevent recurrence and improve our performance. Our investigations will focus on root causes and/or system failures. Corrective actions and preventive measures will be utilised to reduce future injuries and losses.

7.1.7. Assessment, Assurance and Improvement

We will periodically assess the implementation of and compliance with this framework to assure ourselves and stakeholders that management processes are in place and working effectively. This will involve both internal self-assessments, and appropriate external assessments. We will use this information to improve our performance and processes.

7.2. Obligations and Responsibilities

The Landlord & Managing Agent are responsible for the safety and welfare of employees, visitors and contractors when they are undertaking their activities within the common areas. Each occupier is responsible for the safety of their employees, contractors and visitors within their units.

Should you see an incident or anything else that creates a Health and Safety hazard or issue, you are responsible for taking whatever action you can to resolve the situation. In addition to the foregoing you must also contact the site team for further advice and they will act as necessary to promptly resolve the situation.

There are areas of shared responsibility, for example with the Fire Precautions (Workplace) (Amendment) Regulations 1999 and Fire Safety Reform Order 2005, occupiers of the building are required to provide written evidence of Fire Risk Assessments and hazard analysis reports, as well as evidence to show that an effective management system has been put in place to document and maintain the standards of the new regulations. In this instance, we are required to co-ordinate, monitor and control your activities.

7.3. Accidents / Injury

Emergencies should be reported to the emergency services in the first instance by dialling 999, and then subsequently reported to the Site team.

Occupiers are responsible for providing First Aid equipment and trained personnel for their demised premises.

Accidents within the scheme's common parts should be notified to the Management Team in order that the scheme's Accident Records can be updated and where appropriate, an investigation will be undertaken by the schemes nominated Director of Risk and Health & Safety.



7.3.1. Escape Routes

Escape routes must be available for use at all times when the building is occupied. Some escape routes may be in rarely frequented parts of the building and, as such, become utilised as storage and refuge areas. Such practices are condemned and all employees should be made aware of the dire consequences that could ensue from an obstructed escape route or from a fire starting in an escape route.

Managers should check that:

- All escape routes are maintained free from obstruction.
- Adequate provision for enclosed storage areas is made within the unit.
- All escape routes are inspected frequently and on each occasion prior to the admittance of the public. A log detailing the frequency of inspection should be retained within the unit.
- Goods materials, unwanted furniture etc. should not be stored within escape routes and **any obstruction should be removed immediately**.
- Seating areas should not be located within escape routes.

7.3.2. Occupiers Fire Alarm Installation

It is the responsibility of the occupier to supply and install a compatible fire alarm system which complies with statutory requirements and is interfaced in accordance with Landlords requirements. Occupier's fire alarm systems are not interfaced with the Landlord fire alarm / panel.

7.3.3. Fire Alarm Maintenance

It is the responsibility of the occupier to maintain their fire alarm system in full working order. The fire alarm system should be maintained every 3 months, and kept in full working order. The occupier must notify security control when alarm testing is due to happen. This should ideally be done at the start of the trading day, before 10am.

7.3.4. Emergency Lighting

The emergency lighting provided must be maintained in accordance with British Standard Code and maintained every month. The emergency lighting should be tested monthly by simulated failure of main supply. Any defects noted must be reported to the service company for rectification without delay. You must keep up to date records of all tests completed for inspection by the fire officer.

7.3.5. Fire Extinguishers

It is the occupier's responsibility to ensure that their fire-fighting equipment is in full working order at all times. Portable fire extinguishers must be examined at least once annually and tested by a competent person.



7.3.6. Portable Appliance Testing

An annual test and maintenance procedure should be in place for electrical appliances. All test records should be made available for landlord's insurance inspections.

7.3.7. Emergency Gas Shut Off (where relevant)

All occupiers must install a gas shut off valve where necessary which is linked to their fire alarm system.

7.3.8. Kitchen Ventilation Systems (where relevant)

For the efficient and safe operation of kitchen ventilation systems it is essential that a regular inspection and cleaning of filters, canopies and ductwork is carried out. A build-up of grease represents a fire risk and our insurance company and the loss prevention council recommend that kitchen exhaust ductwork should be cleaned periodically. This work needs to be certificated by a recognised cleaning company, with copies sent to the Site team. On the Quarterly Property Inspections carried out by site management, a request for before and after photographs of each duct clean will be requested.

Please see Section 6.5 for more details on Fat, Oil and Grease (FOG) Specification

7.3.9. Void Areas

Occupiers will be required to commission and connect in landlord's fire alarm installation to any void areas to the rear of the occupier's units. The landlord will install basic fire alarm and emergency lighting to these areas, however it is the occupier's responsibility for lighting and installing the necessary signage for escape routes.

Void areas to the rear of the occupier's units must **not** be used as storage, either during the fit out period or during occupation. This will be regularly monitored by the management team.

7.3.10. Staff Training

An essential part of occupier management's duties in respect of fire safety is the training of staff. All staff, including part-time members and cleaning staff, are to be familiar with:

- The actions to take in the event of a fire;
- How to call the fire brigade;
- Basic fire prevention; and
- The exit routes appropriate to their location in the premises.

Many of the staff e.g. attendants, stewards and receptionists, will need to have specific responsibilities in respect of fire safety and the instruction and training provided will need to cater for such staff.

Fire safety training should be continuous, commencing on the first day of appointment of a new member of staff, and continuing in the form of regular refresher training.



Managers should make sure that:

- All training is undertaken by a competent person.
- All staff are trained and instructed in the action to be taken in the event of fire.
- Induction training for new staff is given on the first day of their appointment and includes instruction of what to do if fire is discovered and what to do when hearing the fire alarm, and involves a walk through the various escape routes.
- All staff receive comprehensive training in the general fire routine, in basic fire prevention including the rules concerning smoking, and in the terms, conditions and restrictions of any licence, as soon as practicable after appointment.
- Staff with specified responsibilities in the event of a fire receive instruction and training appropriate to their role.
- Staff receive instruction and training in the use of the hand-held fire-fighting equipment provided in the premises.

7.4. Enforcement

There are a number of enforcement bodies that could possibly affect occupiers and the scheme at any time.

In respect of occupier unit areas, excluding common parts, it is the responsibility of the occupier to comply with the enforcement bodies' and their legislations. If you do not, you are at risk to immediate closure or possible prosecution.

Environment Health Officer (EHO)

EHO's are the enforcing officers for Health & Safety Legislation. They are employed by local authorities to perform a wide range of functions, usually in an enforcement and advisory capacity. Inspections are carried out proactively and the frequency of these inspections may depend on the perceived risk that an occupier poses. This perceived risk would be affected by any complaints received or reported accidents that have taken place in your unit.

8. Occupier and Landlord Responsibilities

8.1. Special Licences

All licensed units will be able to trade as per the times detailed on their individual licence in line with the scheme operating hours. In the event of applications being submitted to Southwark Council for extended opening hours for special events, the Estate Manager must be notified at the time of making the application and may be able to refuse the extension of hours. If agreed and the extended opening of any occupiers business incur additional costs e.g. for cleaning and security then these costs will be directly billed to the occupier.

Bars, restaurants and cafés are requested to ensure that only areas covered by appropriate licence serve and allow consumption of alcohol and adhere to the licensing time restrictions.

No alcohol may be consumed in any common area of Borough Yards.



Occupiers are required to effectively manage removal of glasses and bottles from tables, particularly those within the immediate vicinity of the scheme. Failure to do so may result in the landlord removing external seating.

All Security Guards for Borough Yards bars must be SIA accredited.

8.2. Occupier Liaison & Reporting

The onsite management team will visit occupier managers on a weekly basis and discuss any specific individual matters, including trading performance, which will be recorded for anecdotal purposes to help with the management of the scheme. It is expected that you will share sales information to assist with the development of the scheme. This information will remain confidential between the Estate Management & the occupier.

Borough Yards has a footfall counting system and this information will be shared with tenants.

Wider Occupier meetings will be held regularly to encourage co-operation between occupiers and the management team. An agenda will be prepared to incorporate wide ranging queries that have arisen and significant items or areas that occupiers are required to address in preparation for the forthcoming period. In addition, marketing and promotional information may be available. All occupier managers are encouraged to attend and participate.

8.3. Trading Requirements

All retail units must remain open during the core trading hours: **between 10 am and 8 pm on a Monday to Saturday and 11am until 5pm on Sunday.**

Pre-Trading Checks

Before the public are admitted to your premises, the management are responsible for ensuring that all necessary fire safety features are available and in effective working order and that no undue fire risks are present. The importance of ensuring that exit doors can be easily and immediately opened and that exit routes are free from obstruction and adequately lit and that combustible material is not stored there.

Before the public are admitted to the premises, management should ensure that:

- All exit doors are unlocked and readily available for use. All chains, wedges or other removable fastenings should be removed from exit doors and hung in their storage positions.
- All emergency fastenings are working effectively.
- Any doors, gates or shutters that are required to be locked in the open position are so locked.
- All exit routes and exit doors (both internally and externally) are free from obstruction.
- Fire doors are not wedged or propped open.
- Exit routes and exit signs are adequately illuminated and, where two power supplies are provided, e.g. mains and battery, both are operative.
- There are no obvious fire hazards, such as accumulated waste. Particular care should be taken if contractors have been working in the premises.
- The appropriate numbers of staff/ attendants are present.



- All escape routes are to be available even when the building is only occupied by staff.

8.4 Business Improvement District (BID)

Borough Yards falls under the BID boundary of the Better Bankside BID <https://betterbankside.co.uk/>. From April 2020 businesses with a rateable value of £26,000 and over will pay 1.1% of their rateable value to the BID. Full details of how this is invested is on their website.

More information to follow here on BID levy due dates for Borough Yards occupiers

8.5 Rights of Entry

The personnel of the Centre Management team and anyone authorised by them may enter any shop unit at any time on not less than 24 hours' notice, for specific purposes set out in the lease.

In the event of any emergency access for Centre Management staff or their agent must be made available immediately and without notice.

8.6 Key Holders

Should an incident occur within a tenant's unit outside the Trading Hours, it is necessary that a responsible member of the shop staff can be contacted immediately. To this end it is necessary for the Centre Management team to maintain a list of key holders, along with alarm codes and Out-of-Hours contact phone numbers.

Each tenant must provide a minimum of two names to the Centre Management team. It is the responsibility of each tenant to ensure that the key holder list is updated by advising the Centre Management team immediately of the change of personnel.

8.6. Staff Conduct

All of Borough Yards' staff, including occupiers, must respect the premises and those around them. If a member of staff is seen to be acting in a generally unruly manner, the on site management will communicate their concerns to the appropriate employers.

8.7. Advertising and Signage

Occupiers will maintain an attractive window display dressed to a professional/high standard at all times. They should be changed on a regular basis to reflect seasonal changes, the arrival of new stock and start of promotions. The windows should be kept lit during such hours as Borough Yards is open.

All occupiers are asked that:

1. Window displays reflect both the brand image of the retail unit and Borough Yards itself.



2. There are no hand-written or stencilled signs placed in the windows. Interior signs typical of closing down sales, high street discount operations or market trading are unacceptable, as are signs which obscure windows or glazed doors.
3. Occupiers shall not display any type of advertisement material (including the fixing of signs or notices) on the outside of the windows or on the exterior of their demised premises including shop front or windows—Signs permitted in the window will be professional and conform to conditions set out in the Occupier's lease.
4. There are no 'A' frames, mannequins or other items placed in the common areas.
5. During trading hours entrance doors are unlocked & open in order to avoid any contravention of fire safety regulations and to provide easy an unimpeded access to all customers (including wheelchairs and pushchairs).
6. Leaflets or trade samples are not to be handed out in common areas of Borough Yard, nor are fly posters to be displayed within the Scheme or on any external walls. Any promotions that can be seen in common areas must be approved in advance by the on site management team.
7. Occupiers shall not solicit for customers or transact business outside the demised premises or in the common areas.
8. No flashing lights shall be displayed in the demised premises that can be seen from outside, nor shall any spot or floodlights within the demised premises, or on the shop front thereof, face towards any pedestrian area without the approval of the Managing Agent.
9. Any furniture, balustrades or promotional material within external seating areas must be approved by the managing agent and should be cleared away at the close of business. Any items which are not removed by the close of business must be either not easily moved or fixed down.

8.8. Music & TV

Any music that is played within demised areas must be of the agreed level and be played within the licence framework set out by the Performing Rights Society. The on site management team will monitor noise levels on a regular basis.

Music in units must be capable of being cut off by a fire alarm and must be interfaced with the alarm system.

The showing of football, sports matches or other similar events is not allowed without the permission of the Managing Agent.

8.9. Overnight Accommodation

No portion of the Scheme shall be used for overnight accommodation.



8.10. Good Neighbours

Occupiers are asked to be considerate of Borough Yards' neighbours.

The noise level from mechanical and electrical plant installations should not exceed 35 dB.

There should be no outdoor drinking, unless authorised by appropriate licencing. Please see the additional measures below.

We promote a no smoking scheme but if necessary there will be one smoking area near the Stoney Street gates. Please help us by directing customers to this area. Customers from bars & restaurants must not take drinks with them to the smoking area (or anywhere else on the site)

8.11 Bar / Restaurant Dispersal

During trade

Please ensure you clearly display a sign / signs asking customers "to leave quietly and respect the surrounding residents" or similar.

If you are having any "performances" such as live music, please keep doors and windows closed where performances are taking place.

It is expected that during trading hours the occupier takes responsibility for ensuring that customers behave appropriately or if not, are asked to leave site.

If you ask a customer to leave your unit please inform our security control on **xxxx** and if possible we will endeavour to monitor them either via CCTV or a guard on the ground.

If you feel that a customer is repeatedly not acting in an appropriate manner, please speak to the Estate Manager about a possible banning notice.

It is the occupier's responsibility to ensure you have adequate security support within your unit to ensure all customers are safe and act responsibly.

From 10pm onwards

- All outdoor seating is to be removed
- No outdoor dining or drinking is allowed
- **Bi-fold doors (if you have them) are closed (*under review*)**

30 minutes before close

Managers should implement a soft closure for the final 30 minutes of an evening, so that when customers leave they will disperse more quickly. This would include:

- Turning lights up
- Turning music down
- Reminding customers that we have a residential area nearby and they must be quiet as they leave
- Ensuring that customers know the quickest route off site and to buses / taxis. We would encourage taxis to pick up customers on Stoney Street near the junction of Park Street so that they are not next to residential properties. **Stoney Street, SE1 9AD** is a good postcode to direct them to.



At close

Managers / Door Supervisors must remain on site until all customers have been cleared from the premises and dispersed from the surroundings, making sure they are safely and quietly on their way. Customers must not take drinks with them.

Bar / restaurant managers must ensure that any rubbish / spillages outside their units are removed before leaving site.

The estate CCTV Control will monitor bars and restaurants as they close.

If you have any concerns about a breach of peace you must call both the Police and inform the estate security team.

Ongoing review

If the Estate Manager receives any complaints from local residents regarding noise, they will ask to meet with you in order to put a plan in place to ensure this is not a regular occurrence.

8.11. Insurance

The landlord insures the structure of Borough Yards and third party and public liability within the common areas. This cover does not extend to the demised premises, or any items of stock, for which occupiers are responsible.

Occupiers must notify the centre management immediately of any damage or incident likely to give rise to a claim on the Landlord's insurance.

Occupiers should notify the Managing Agents of any defects in the demised premises.

Insurers will regularly inspect demised areas and may require for risk improvements to be undertaken within specified timescales as well as making risk recommendations which should be considered to reduce risk.

Occupiers are required to complete and return a Landlords Insurers Notification Form during Fit Out / Occupiers Work. A copy of which is available from Site Management and included within Appendix 6.

8.12. Animals

No animals shall be kept in the demised premises, or common areas.

8.13. Pest Control

Occupiers are responsible for employing the services of a pest control company and must ensure regular inspections of their unit are carried out and documented for within their own unit. Borough Yards on site management team will coordinate general site pest control for within the common areas only.



Any occupiers found to be causing nuisance and attracting vermin through leaving food waste etc. on site will be reported.

8.14. Dealing with Customer Complaints and Feedback

An email address will be provided on the Borough Yards website that customers can send feedback to. The Estate Manager will share the feedback with the relevant occupier and if necessary put an action plan in place to rectify any negative feedback.

9. Environmental Policy

9.1. Sustainability

In our management of Borough Yards, we will endeavour to:

- Hold regular meetings to discuss matters across the scheme
- Encourage occupiers to work in conjunction with The Occupier Handbook
- Reduce water consumption across the scheme and implement measures where possible to reduce usage
- Report on total and segregated scheme waste by percentage for recycling with a target of zero to landfill
- Increase biodiversity across the Scheme.
- Work with local community groups, charities and groups to increase community engagement
- Increase opportunities for green travel to work including cycle racks and promoting occupier travel plans
- Benchmark energy usage across the scheme to identify trends and endeavour to reduce consumption where possible in conjunction with Energy Consultants.
- Encourage local employment at Living wage rates
- Manage our supply chain responsibly

10. Alterations

Occupiers' repairing responsibilities and the procedures regarding alterations to the premises are set out in the lease. No alterations may be carried out without the prior consent of the Landlord, and where appropriate, the Local Authority.

Any occupiers wishing to undertake any alterations within their demise should send details to the Management Surveyor (details in Section 1.5). All alterations should be carried out in line with the Occupier's Fit Out Guide (please see Appendix 7)

11. Changes to This Document

The last update of this handbook is detailed in the header of this document. These guidance notes may need to be revised from time to time to take account of change in circumstances. New editions will be circulated. When reviewing this document, please check with the on site management team, that you have the latest version.



Appendix 1 - Site Rules (occupiers and visitors)

Our core site rules are displayed at the main entrances. A full copy of the rules below can be given to occupiers or visitors on request.

- CCTV is in operation for public safety and crime prevention. Data is retained for up to 30 days. Contact **xxx** for more information.
- We're very happy for you to take selfies or pictures of family and friends but please try to avoid getting people you don't know in the pictures / video
- We do not allow commercial filming without prior permission

- Please keep an eye on any children in your care at all times

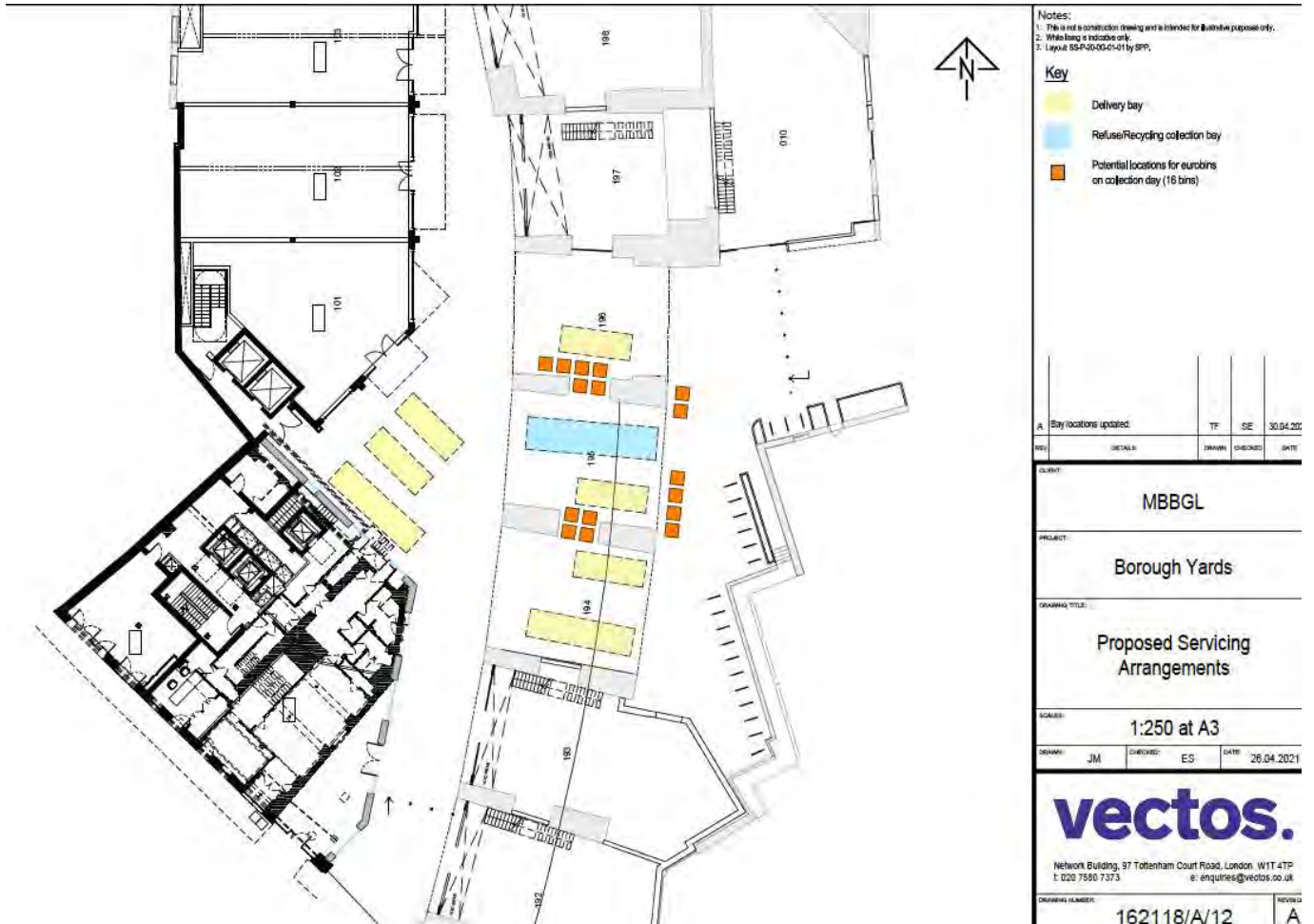
- Intimidating behaviour of any kind towards other visitors, our staff or our businesses is never acceptable
- No swearing, shouting or use of other unpleasant language
- Any act of vandalism towards property belonging to us, or our businesses, will be dealt with accordingly and the local police will be informed
- No drinking of alcohol outside the designated areas associated with retail tenancies, and subject to any drinking in designated areas permitted under licensing arrangements. Food and Beverage offers to be subject to controls for late night operation
- No drug taking
- No immoral acts

- There is a no smoking policy throughout the Borough Yards scheme. This includes vapes / electronic cigarettes. There is just one designated smoking area by the Stoney Street gates. This will be clearly signed. Customers from bars & restaurants must not take drinks with them to the smoking area (or anywhere else on the site)
- Dogs are allowed in the common areas of Borough Yards but may not be allowed into the shops, bars and restaurants. Please check with each business
- No leafleting, canvassing, conducting 3rd party interviews or surveys unless we give our approval
- Selling goods or services without our approval is not allowed anywhere in Borough Yards or associated areas. Neither do we permit busking unless agreed in advance
- Climbing or sitting on any balustrade, barrier, fence or railing is off limits for both your own safety and other members of the public
- No ball games
- Please don't use bikes, roller-blades, scooters, skateboards or wheeled shoes in Borough Yards
- Please don't run within Borough Yards
- Suitable clothing must be worn at all times (please don't be shirtless or shoeless even on the hot days!)
- Please use the bins provided for litter
- Crash helmets must be removed

This list may not cover everything. We have the right to deny anyone entry whose actions we feel are inappropriate.



Appendix 2 - Location of Shared Surface Service Bays





Appendix 3 - Delivery Noise Management Plan

Drivers and Retail Staff:

1. Ensure that the refrigeration unit (if one is fitted) is switched off promptly upon arrival at site.
2. If switched on, keep the cab radio quiet enough so that it is virtually inaudible and switch it off before opening the cab door or window.
3. Ensure that the cab door is closed gently and not slammed.
4. Avoid excessive manoeuvring or engine revving.
5. Avoid whistling, shouting and unnecessary conversation in the service yard and that any necessary conversation are quiet.
6. Ask retailers/delivery companies to use rubber wheeled cages and sack trolleys to minimise noise whilst trucking deliveries to the units.
7. Similarly Eurobins for refuse to have rubber wheels where possible to minimise noise as waste is moved around the scheme.
8. Keep doors closed when appropriate in order to prevent noise within the units from breaking out.

Estate Manager:

1. Establish good communications with neighbouring residents, ensure concerns are taken seriously and they know how to raise any issues that they may have with the store. If people realise that their concerns are taken seriously and that care is taken to prevent excessive noise, they are less likely to be disturbed than might otherwise be the case.
2. Ensure that all staff are aware of the need to avoid unnecessary noise, ensure this message is reinforced with correct signage at prominent locations back of house and front of house where appropriate.

Banksman/Security Personnel:

1. Check with the driver that the refrigeration unit (if fitted) are switched off before the vehicle enters the scheme
 2. Remind the driver to avoid unnecessary noise such as cab radio, and door closing.
 3. Avoid whistling, shouting and unnecessary conversation in the service yard and keep any necessary conversation quiet.
 4. Avoid any unnecessary activity within the public realm, particularly during the early morning and at night and take care at all times to avoid unnecessary noise production.
 5. Keep doors closed when appropriate in order to prevent noise within the units from breaking out.
-



Appendix 4 – Draft Crisis / Emergency Plan



Appendix 5 - Insurance Notification Form



Appendix 6 - **Fit Out Guide**

Licensing Act 2003 Premises Licence



We hereby certify this is a true copy of the original
Signed 
Keystone Law, 48 Chancery Lane, London, WC2A 1JF
Andrew.Wong@keystonelaw.co.uk
Darren.O'Leary@keystonelaw.co.uk

Regulatory Services
Licensing Unit
Hub 1, 3rd Floor
PO Box 64529
London, SE1P 5LX

Premises licence number

866700

Part 1 - Premises details

Postal address of premises, or if none, ordnance survey map reference or description	
Shadow Licence 1 Bank End London SE1 9BU	
Ordnance survey map reference (if applicable), 532465180395	
Post town London	Post code SE1 9BU
Telephone number 020 3319 3700	

Where the licence is time limited the dates
--

Licensable activities authorised by the licence Plays - Indoors Films - Indoors Indoor Sporting Event Boxing or Wrestling - Indoors Live Music - Indoors Recorded Music - Indoors Performance of Dance - Indoors Entertainment Similar to live/recorded music / dance - Indoors Late Night Refreshment - Indoors Sale by retail of alcohol to be consumed on premises Sale by retail of alcohol to be consumed off premises

The opening hours of the premises For any non standard timings see Annex 2
Monday 08:00 - 02:00
Tuesday 08:00 - 02:00
Wednesday 08:00 - 02:00
Thursday 08:00 - 02:00
Friday 08:00 - 02:00
Saturday 08:00 - 02:00
Sunday 08:00 - 02:00

Where the licence authorises supplies of alcohol whether these are on and/ or off supplies

Sale by retail of alcohol to be consumed on premises

Sale by retail of alcohol to be consumed off premises

The times the licence authorises the carrying out of licensable activities

For any non standard timings see Annex 2 of the full premises licence

Plays - Indoors

Monday	08:00 - 00:00
Tuesday	08:00 - 00:00
Wednesday	08:00 - 00:00
Thursday	08:00 - 00:00
Friday	08:00 - 00:00
Saturday	08:00 - 00:00
Sunday	08:00 - 00:30

Films - Indoors

Monday	08:00 - 01:30
Tuesday	08:00 - 01:30
Wednesday	08:00 - 01:30
Thursday	08:00 - 01:30
Friday	08:00 - 01:30
Saturday	08:00 - 01:30
Sunday	08:00 - 01:30

Indoor Sporting Event

Monday	08:00 - 00:00
Tuesday	08:00 - 00:00
Wednesday	08:00 - 00:00
Thursday	08:00 - 00:00
Friday	08:00 - 00:00
Saturday	08:00 - 00:00
Sunday	08:00 - 00:00

Boxing or Wrestling - Indoors

Monday	08:00 - 00:00
Tuesday	08:00 - 00:00
Wednesday	08:00 - 00:00
Thursday	08:00 - 00:00
Friday	08:00 - 00:00
Saturday	08:00 - 00:00
Sunday	08:00 - 00:00

Live Music - Indoors

Monday	08:00 - 01:30
Tuesday	08:00 - 01:30
Wednesday	08:00 - 01:30
Thursday	08:00 - 01:30
Friday	08:00 - 01:30
Saturday	08:00 - 01:30
Sunday	08:00 - 01:30

Recorded Music - Indoors

Monday 00:00 - 01:30
Tuesday 00:00 - 01:30
Wednesday 00:00 - 01:30
Thursday 00:00 - 01:30
Friday 00:00 - 01:30
Saturday 00:00 - 01:30
Sunday 00:00 - 01:30

Performance of Dance - Indoors

Monday 08:00 - 01:30
Tuesday 08:00 - 01:30
Wednesday 08:00 - 01:30
Thursday 08:00 - 01:30
Friday 08:00 - 01:30
Saturday 08:00 - 01:30
Sunday 08:00 - 01:30

Entertainment Similar to live/recorded music / dance - Indoors

Monday 08:00 - 01:30
Tuesday 08:00 - 01:30
Wednesday 08:00 - 01:30
Thursday 08:00 - 01:30
Friday 08:00 - 01:30
Saturday 08:00 - 01:30
Sunday 08:00 - 01:30

Late Night Refreshment - Indoors

Monday 23:00 - 01:00
Tuesday 23:00 - 01:00
Wednesday 23:00 - 01:00
Thursday 23:00 - 01:00
Friday 23:00 - 01:00
Saturday 23:00 - 01:00
Sunday 23:00 - 01:00

Sale by retail of alcohol to be consumed on premises

Monday 08:00 - 01:00
Tuesday 08:00 - 01:00
Wednesday 08:00 - 01:00
Thursday 08:00 - 01:00
Friday 08:00 - 01:00
Saturday 08:00 - 01:00
Sunday 08:00 - 01:00

Sale by retail of alcohol to be consumed off premises

Monday 08:00 - 01:00
Tuesday 08:00 - 01:00
Wednesday 08:00 - 01:00
Thursday 08:00 - 01:00
Friday 08:00 - 01:00
Saturday 08:00 - 01:00
Sunday 08:00 - 01:00

Part 2

Name, (registered) address, telephone number and email (where relevant) of holder of premises licence

MB Bermondsey (Guernsey) Ltd
Regency Court,
Gategny Esplanade,
St Peter Port, Guernsey,
GY1 1WW
02033193700
darren.oleary@keystonelaw.co.uk

Registered number of holder, for example company number, charity number (where applicable)

617417(Guernsey)

Name, address and telephone number of designated premises supervisor where the premises licence authorises for the supply of alcohol

Martin J Scott
P O Box 282 Regency Court,
Gategny Esplanade,
St Peter Port,
Guernsey
GY1 3RH

Personal licence number and issuing authority of personal licence held by designated premises supervisor where the premises licence authorises for the supply of alcohol

Licence No. TBC
Authority

The sale of alcohol is not permitted until a suitable DPS has been specified

Licence Issue date 04/04/2019



Head of Regulatory Services
Hub 1, 3rd Floor
PO Box 64529
London, SE1P 5LX
020 7525 5748
licensing@southwark.gov.uk

Annex 1 - Mandatory conditions

100 No supply of alcohol may be made under the Premises Licence -

- (a). At a time when there is no Designated Premises Supervisor in respect of the Premises Licence; or
- (b). At a time when the Designated Premises Supervisor does not hold a Personal Licence or his Personal Licence is suspended.

101 Every supply of alcohol under the Premises Licence must be made, or authorised by, a person who holds a Personal Licence.

102 The admission of children to films given under this licence must be restricted in accordance with the recommendations of the British Board of Film Classification or of the licensing authority itself.

107 Any individual carrying out security activities at the premises must be licensed by the Security Industry Authority. This does not apply where the premises are being used primarily as a Qualifying Club under a Club Premises Certificate, under a Temporary Event Notice, or primarily as a cinema, restaurant or theatre.

485 (1) The responsible person must ensure that staff on relevant premises do not carry out, arrange or participate in any irresponsible promotions in relation to the premises.

(2) In this paragraph, an irresponsible promotion means any one or more of the following activities, or substantially similar activities, carried on for the purpose of encouraging the sale or supply of alcohol for consumption on the premises -

- (a) games or other activities which require or encourage, or are designed to require, encourage, individuals to -
 - (i) drink a quantity of alcohol within a time limit (other than to drink alcohol sold or supplied on the premises before the cessation of the period in which the responsible person is authorised to sell or supply alcohol), or
 - (ii) drink as much alcohol as possible (whether within a time limit or otherwise);
- (b) provision of unlimited or unspecified quantities of alcohol free or for a fixed or discounted fee to the public or to a group defined by a particular characteristic in a manner which carries a significant risk of undermining a licensing objective;
- (c) provision of free or discounted alcohol or any other thing as a prize to encourage or reward the purchase and consumption of alcohol over a period of 24 hours or less in a manner carries a significant risk of undermining a licensing objective;
- (d) selling or supplying alcohol in association with promotional poster or flyers on, or in the vicinity of, the premises which can reasonably be considered to condone, encourage or glamorise anti-social behaviour or to refer to the effects of drunkenness in any favourable manner; and

(e) dispensing alcohol directly by one person into the mouth of another (other than where that other person is unable to drink without assistance by reason of disability).

487 The responsible person must ensure that free potable water is provided on request to customers where it is reasonably available.

488 (1) The premises licence holder or club premises certificate holder must ensure that an age verification policy is adopted in respect of the premises in relation to the sale or supply of alcohol.

(2) The designated premises supervisor in relation to the premises licence must ensure that the supply of alcohol at the premises is carried on in accordance with the age verification policy.

(3) The policy must require individuals who appear to the responsible person to be under 18 years of age (or such older age as may be specified in the policy) to produce on request, before being served alcohol, identification bearing their photograph, date of birth and either

- (a) a holographic mark; or
- (b) an ultraviolet feature.

489 The responsible person shall ensure that -

(a) Where any of the following alcoholic drinks is sold or supplied for consumption on the premises (other than alcoholic drinks sold or supplied having been made up in advance ready for sale or supply in a securely closed container) it is available to customers in the following measures -

- (i) Beer or cider: 1/2 pint;
- (ii) Gin, rum, vodka or whisky: 25 ml or 35 ml; and
- (iii) Still wine in a glass: 125 ml;

(b) these measures are displayed in a menu, price list or other printed material which is available to customers on the premises; and

(c) where a customer does not in relation to a sale of alcohol specify the quantity of alcohol to be sold, the customer is made aware that these measures are available,

491 1. A relevant person shall ensure that no alcohol is sold or supplied for consumption on or off the premises for a price which is less than the permitted price.

2. For the purpose of the condition set out in paragraph (1):

- (a) "duty" is to be construed in accordance with the Alcoholic Liquor Duties Act 1979;
- (b) "permitted price" is the price found by applying the formula

$$P = D + (D \times V),$$

where-

- (i) P is the permitted price,
- (ii) D is the amount of duty chargeable in relation to the alcohol as if the duty were charged on the date of the sale or supply of the alcohol, and
- (iii) V is the rate of value added tax chargeable in relation to the alcohol as if the value added tax were charged on the date of the sale or supply of the alcohol;
- (c) "relevant person" means, in relation to premises in respect of which there is in force a premises licence -
 - (i) the holder of the premises licence;
 - (ii) the designated premises supervisor (if any) in respect of such a licence; or
 - (iii) the personal licence holder who makes or authorises a supply of alcohol under such a licence;
- (iv) "relevant person" means, in relation to premises in respect of which there is in force a club premises certificate, any member or officer of the club present on the premises in a capacity which enables the member or officer to prevent the supply in question; and
- (v) "value added tax" means value added tax charged in accordance with the Value Added Tax Act 1994.

3. Where the permitted price given by paragraph (b) of paragraph 2 would (apart from this paragraph) not be a whole number of pennies, the price given by that sub-paragraph shall be taken to be the price actually given by that sub-paragraph rounded up to the nearest penny.

4. (1) Sub-paragraph (2) applies where the permitted price given by paragraph (b) of paragraph 2 on a day ("the first day") would be different from the permitted price on the next day ("the second day") as a result of a change to the rate of duty or value added tax;

(2) the permitted price which would apply on the first day applies to sales or supplies of alcohol which take place before the expiry of the period of 14 days beginning on the second day.

Annex 2 - Conditions consistent with the operating Schedule

109 Alcohol shall not be sold or supplied except during permitted hours. In this condition permitted hours means the hours stated elsewhere on this licence and:

- a. On New Year's Eve, except on a Sunday, 1000 to 2300 hours
- b. On New Year's Eve on a Sunday, 1200 to 2230 hours
- c. On New Year's Eve from the end of permitted hours on New Year's Eve to the start of permitted hours on the following day (or, if there are no permitted hours on the following day, midnight on 31st December).

The above restrictions do not prohibit;

- i) Consumption of the alcohol on the premises or the taking of sale or supply of alcohol to any person residing in the licensed premises;
- ii) The sale of alcohol to a trader or club for the purposes of the trade or club;
- iii) The sale or supply of alcohol to any canteen or mess, being a canteen in which the sale or supply of alcohol is carried out under the authority of the Secretary of State or an authorised mess of members of Her Majesty's naval, military or air forces;
- iv) The taking of alcohol from the premises by a person residing there; or
- v) The supply of alcohol for consumption on the premises to any private friends of a person residing there who are bona fide entertained by him at his own expense, or the consumption of alcohol by the persons so supplied; or
- vi) The supply of alcohol for consumption on the premises to persons employed there for the purposes of the business carried on by the holder of the licence, or the consumption of alcohol so supplied, if the alcohol is supplied at the expense of their employer or the person carrying on, or in charge of, the business on the premises.

110 No statutory regulations for music and dancing shall apply so as to require any licence for the provision in the premises of public entertainment by the reproduction of wireless (including television) broadcasts or of programmes included in any programme service (within the meaning of the Broadcasting Act 1990) other than a sound or television broadcasting service, or of public entertainment by way of music and singing only which is produced solely by the reproduction of recorded sound is permitted.

111 This licence provides for the provision of private music and dancing entertainment that is promoted for private gain;

112 The opening hours shall be extended from the end of permitted hours on New Year's Eve to the start of permitted hours on New Year's Day. An additional hour to the standard and non-standard times on the day when British Summertime commences.

113 All licensable activities shall be extended from the end of permitted hours on New Year's Eve to the start of permitted hours on New Year's Day. An additional hour to the standard and non-standard times on the day when British Summertime commences.

116 Alcohol may be sold or supplied until midnight to persons taking table meals in the premises in a part of the premises usually set apart for the service of such persons and for consumption by such a person in that part of the premises as an ancillary to his meal. For other purposes, or in other parts of the premises, the hours set out above shall continue to apply.

b. Alcohol may be sold or supplied on Christmas Day from 1500 to 1900 hours to persons taking table meals in the premises in a part of the premises usually set apart for the service of such persons and for consumption by such a person in that part of the premises as an ancillary to his meal. For other purposes, or in other parts of the premises, the hours set out above shall continue to apply.

120 a. Subject to the following paragraphs, the permitted hours on weekdays shall extend until 0200 hours in the morning following, except that -

i) The permitted hours shall end at 0000 hours on any day on which music and dancing is not provided after midnight; and

ii) On any day that music and dancing end between midnight and 0200 hours in the morning, the permitted hours shall end when the music and dancing end.

b. On relation to the morning on which summer time begins, the reference to 0200 hours in the morning in a. above shall be replaced by a reference to 0300 hours in the morning.

c. Except on Sundays immediately before bank holidays, the permitted hours on Sundays shall extend until thirty minutes past midnight in the morning following, except that -

i) The permitted hours shall end at 0000 hours on any Sunday on which music and dancing is not provided after midnight;

ii) Where music and dancing end between 0000 hours on any Sunday and thirty minutes past midnight, the permitted hours on that Sunday shall end when the music and dancing end

d. On Sundays immediately before bank holidays, the permitted hours shall extend until 0200 hours in the morning following except that -

i) The permitted hours shall end at 0000 hours on any Sunday on which music and dancing is not provided after midnight;

ii) Where music and dancing end between midnight on any Sunday and 0200 hours the permitted hours on that Sunday shall end when the music and dancing end.

e. The sale of alcohol must be ancillary to the use of the premises for music and dancing and substantial refreshment.

122 No person under fourteen shall be in the bar of the licensed premises during the permitted hours unless one of the following applies

- a. He is the child of the holder of the premises licence
- b. He resides in the premises, but is not employed there
- c. He is in the bar solely for the purpose of passing to or from some part of the premises which is not a bar and to and from which there is no other convenient means of access or egress
- d. The bar is in railway refreshment rooms or other premises constructed, fitted and intended to be used bona fide for any purpose to which the holding of the licence is ancillary. In this condition "bar" includes any place exclusively or mainly used for the consumption of intoxicating liquor. But an area is not a bar when it is usual for it to be, and it is, set apart for the service of table meals and alcohol is only sold or supplied to persons as ancillary to their table meals.

127 Alcohol shall not be sold or supplied unless it is paid for before or at the time when it is sold or supplied, except alcohol sold or supplied:

- a. With and for consumption at a meal supplied at the same time, consumed with the meal and paid for together with the meal;
- b. For consumption by a person residing in the premises or his guest and paid for together with his accommodation;
- c. To a canteen or mess.

288 That the CCTV system installed upon the premises shall be maintained in good working condition and operable at all times.

289 That recordings taken by the CCTV system installed upon the premises shall be kept and made available for inspection by authorised officers for a period of thirty one (31) days.

290 That no less than one Security Industry Authority licensed Door Supervisor shall be employed per 100 guest once minimum cover is in place.

307 That the maximum number of persons that may be accommodated within the licensed area at any one time shall not exceed 1250.

332 All children on the premises under 18 will be accompanied by a parent or responsible adult at all times.

334 That an age identification scheme shall be established and maintained. The scheme shall Require the production of evidence of age (comprising any PASS accredited card or passport or driving licence) from any person appearing to staff engaged in selling or supplying alcohol to be under the age of 18 and who is attempting to buy alcohol.

336 A personal licence holder shall be on the premises at all times that the premises is open to the public and for large private events.

340 That during events ensure that door supervisors, and the companies that supply them are registered with the Security Industry Authority.

341 That a minimum of two SIA door supervisors are on duty per entrance to any event.

342 That no alcohol to be consumed outside the Vinopolis tour or events spaces, unless it has been purchased in a sealed container for consumption off the premises in one of the premises designated areas.

343 That event builds are constantly monitored by managers to ensure complicity with safety procedures and contractors complete and present risk assessment forms for each build before access is allowed.

344 That during late events the designated duty manager (Designated Premises Supervisor) carry out external patrol with a member of the technical team, using a noise meter will check and control the amount of noise escaping the premises.

345 That a noise limiting system on amplified music be used.

346 That staff serving alcohol are trained to recognise when guest are reaching their limit of alcohol consumption

347 That event contractors/caterer builds, break downs and 'get outs' are not permitted between the hours of 02:00 and 07:00.

348 That refuse, including bottles and food waste will be stored inside the building between the hours of 23:00 and 07:00 to minimise noise in the local environment.

349 The area hatched green on the deposited plan shall not be used for the sale or supply of intoxicating liquor for consumption on the premises and while; a) The licence is subject to the condition and; b) the area hatched green is not connected by any internal communication open to customers with the part of the

licensed premises used for the sale or supply of intoxicating liquor for consumption on the premises the permitted hours in the hatched green shall be the same as in premises licenced only whatever the permitted hours in any other part of the licensed premises may be.

350 That the exterior doors at Stoney Street entrance has two sets of doors. The inner doors will be kept closed at all times during events. The doors between the Great Halls and the reception area these doors will also be kept closed during events and parties.

351 That the roof window Velux in the Mezzanine event space will be kept closed during events and parties to allow the efficient working of the air conditioning system.

352 That on entry on any late night public events will be enforced a policy of no entry/re-entry after 11:00 p.m. and that no queues will be formed outside the premises after 10:30 p.m.

353 That a taxi marshalling service is used for large events.

354 That underage visitors are offered a soft drink alternative at all wine testing stations.

355 That Alcohol will not be supplied for consumption off the premises after 2100 hours at any time of the year and will only be supplied through designated retail areas

Annex 3 - Conditions attached after a hearing by the licensing authority

Annex 4 - Plans - Attached

Licence No. 866700

Plan No. 95.28WW\K 005

Plan Date June 1998

Licensing Act 2003 Premises Licence Summary



Regulatory Services
Licensing Unit
Hub 1, 3rd Floor
PO Box 64529
London, SE1P 5LX

Premises licence number

866700

Premises details

Postal address of premises, or if none, ordnance survey map reference or description	
Shadow Licence 1 Bank End London SE1 9BU	
Ordnance survey map reference (if applicable), 532465180395	
Post town London	Post code SE1 9BU
Telephone number 020 3319 3700	

Where the licence is time limited the dates

Licensable activities authorised by the licence

Plays - Indoors
Films - Indoors
Indoor Sporting Event
Boxing or Wrestling - Indoors
Live Music - Indoors
Recorded Music - Indoors
Performance of Dance - Indoors
Entertainment Similar to live/recorded music / dance - Indoors
Late Night Refreshment - Indoors
Sale by retail of alcohol to be consumed on premises
Sale by retail of alcohol to be consumed off premises

The times the licence authorises the carrying out of licensable activities

For any non standard timings see Annex 2 of the full premises licence

Plays - Indoors

Monday	08:00 - 00:00
Tuesday	08:00 - 00:00
Wednesday	08:00 - 00:00
Thursday	08:00 - 00:00
Friday	08:00 - 00:00
Saturday	08:00 - 00:00
Sunday	08:00 - 00:30

Southwark Council - Regulatory Services, Licensing team, Hub 1, 3rd Floor, PO Box 64529, SE1P 5LX
Switchboard - 020 7525 5000 Website - www.southwark.gov.uk
Strategic Director of Environment and Leisure- Deborah Collins

Films - Indoors

Monday 08:00 - 01:30
Tuesday 08:00 - 01:30
Wednesday 08:00 - 01:30
Thursday 08:00 - 01:30
Friday 08:00 - 01:30
Saturday 08:00 - 01:30
Sunday 08:00 - 01:30

Indoor Sporting Event

Monday 08:00 - 00:00
Tuesday 08:00 - 00:00
Wednesday 08:00 - 00:00
Thursday 08:00 - 00:00
Friday 08:00 - 00:00
Saturday 08:00 - 00:00
Sunday 08:00 - 00:00

Boxing or Wrestling - Indoors

Monday 08:00 - 00:00
Tuesday 08:00 - 00:00
Wednesday 08:00 - 00:00
Thursday 08:00 - 00:00
Friday 08:00 - 00:00
Saturday 08:00 - 00:00
Sunday 08:00 - 00:00

Live Music - Indoors

Monday 08:00 - 01:30
Tuesday 08:00 - 01:30
Wednesday 08:00 - 01:30
Thursday 08:00 - 01:30
Friday 08:00 - 01:30
Saturday 08:00 - 01:30
Sunday 08:00 - 01:30

Recorded Music - Indoors

Monday 00:00 - 01:30
Tuesday 00:00 - 01:30
Wednesday 00:00 - 01:30
Thursday 00:00 - 01:30
Friday 00:00 - 01:30
Saturday 00:00 - 01:30
Sunday 00:00 - 01:30

Performance of Dance - Indoors

Monday 08:00 - 01:30
Tuesday 08:00 - 01:30
Wednesday 08:00 - 01:30
Thursday 08:00 - 01:30
Friday 08:00 - 01:30
Saturday 08:00 - 01:30
Sunday 08:00 - 01:30

Entertainment Similar to live/recorded music / dance - Indoors

Monday	08:00 - 01:30
Tuesday	08:00 - 01:30
Wednesday	08:00 - 01:30
Thursday	08:00 - 01:30
Friday	08:00 - 01:30
Saturday	08:00 - 01:30
Sunday	08:00 - 01:30

Late Night Refreshment - Indoors

Monday	23:00 - 01:00
Tuesday	23:00 - 01:00
Wednesday	23:00 - 01:00
Thursday	23:00 - 01:00
Friday	23:00 - 01:00
Saturday	23:00 - 01:00
Sunday	23:00 - 01:00

Sale by retail of alcohol to be consumed on premises

Monday	08:00 - 01:00
Tuesday	08:00 - 01:00
Wednesday	08:00 - 01:00
Thursday	08:00 - 01:00
Friday	08:00 - 01:00
Saturday	08:00 - 01:00
Sunday	08:00 - 01:00

Sale by retail of alcohol to be consumed off premises

Monday	08:00 - 01:00
Tuesday	08:00 - 01:00
Wednesday	08:00 - 01:00
Thursday	08:00 - 01:00
Friday	08:00 - 01:00
Saturday	08:00 - 01:00
Sunday	08:00 - 01:00

The opening hours of the premises

For any non standard timings see **Annex 2**

Monday	08:00 - 02:00
Tuesday	08:00 - 02:00
Wednesday	08:00 - 02:00
Thursday	08:00 - 02:00
Friday	08:00 - 02:00
Saturday	08:00 - 02:00
Sunday	08:00 - 02:00

Where the license authorises supplies of alcohol whether these are on and/ or off supplies

Sale by retail of alcohol to be consumed on premises

Sale by retail of alcohol to be consumed off premises

Southwark Council - Regulatory Services, Licensing team, Hub 1, 3rd Floor, PO Box 64529, SE1P 5LX

Switchboard - 020 7525 5000 Website - www.southwark.gov.uk

Strategic Director of Environment and Leisure- Deborah Collins

Name, (registered) address, telephone number and email (where relevant) of holder of premises licence

MB Bermondsey (Guernsey) Ltd
Regency Court, Gategny
Esplanade, St Peter Port,
Guernsey, GY1 1WW
02033193700
darren.oleary@keystonelaw.co.uk

Registered number of holder, for example company number, charity number (where applicable)

617417(Guernsey)

Name of designated premises supervisor where the premises licence authorises for the supply of alcohol

Martin J Scott

The sale of alcohol is not permitted until a suitable DPS has been specified

State whether access to the premises by children is restricted or prohibited

Licence Issue date 04/04/2019



Head of Regulatory Services
Hub 1, 3rd Floor
PO Box 64529
London, SE1P 5LX
licensing@southwark.gov.uk



NOTES
 COPYRIGHT JASPER JACOB ASSOCIATES
 1. IF A DOWRY IS SHOWN,
 2. DO NOT SCALE OFF THIS DRAWING.
 3. ALL DIMENSIONS TO BE REPORTED ON SITE BY THE
 CONTRACTOR SHALL BE TO THE CENTERLINE OF ANY SHOP
 DRAWINGS, OR SITE WORK.
 4. ANY DISCREPANCY FOUND BETWEEN THIS DRAWING AND ANY
 OTHER DOCUMENT MUST BE REPORTED IMMEDIATELY TO THE
 DESIGNER.

5. REWORK THIS DRAWING FROM GARDENY WHEN A RETIRED
 DRAWING IS USED.
 6. THIS DOCUMENT BEARS OUR FIDUCIARY RESPONSIBILITY, IT
 SHALL NOT BE REPRODUCED NOR COMMUNICATED TO THIRD
 PARTIES WITHOUT OUR WRITTEN CONSENT.
 7. THE COPYRIGHT OF THIS DRAWING AND DESIGN IS HELD BY
 THE DESIGNER.

REVISIONS	No.	Amendment	Date	By

JJA
JASPER JACOB ASSOCIATES
 ARCHITECTS, INTERIORS, SERVICES & CONSTRUCTION MANAGEMENT
 20 Abchurch Lane, 1st Floor, Abchurch Lane, London, EC4A 3DF
 London, 0204 7781
 Tel: 0171-422 7277 Fax: 0171-422 7278

Project VINOPOLIS - CITY OF WINE WINEWORLD LONDON PLC.	Date JUNE 1998	Scale 1:250	JJA
	Drawn V.J.S.	Checked	
Drawing Title Ground Floor Plan KEY LAYOUT DRAWING	Drawing No. 90.25/WW/K	005	REV