Hi Ola and Tom,

Bina and I are meeting with David, Police and PP to discuss Hondo this morning.

Can I just check that we have not received any further communication for Application B and C?

Kind Regards

Sarah

---

Dear Mr Browning

Thank you for the update.

I would advise that your next step is to enter into dialogue with each Responsible Authorities (RA) that has made a representation, to explore how the applications might be amended so that the RA can withdraw any representation about concerns relating to your applications.

I note the issues for which you advise that additional or revised proposals are being prepared and will be shared shortly. This is helpful, and once submitted to the RAs, will be reconsidered.

In the case of issues for which you advise that you have already provided evidence or information, it appears that the RAs are concerned that the information already submitted provides insufficient reassurance that the applications submitted will meet the Licensing Principles. If so, the status quo, will likely result in the RA’s Representations remaining in place to the detriment of the applications. To avoid this outcome, it would be in your clients interests to re-engage with the RAs to ascertain their concerns and explore what changes might be made that would persuade them to withdraw their representation, and then revise your application accordingly.

I hope this helps.
Dear Mr Thrale

Thank you for your email.

Please see our responses below in red;

We will revert as soon as possible with event samples, an existing premises licence survey and further noise control measures.

Do please come back to me in the meantime with any questions.

Many thanks

Mark
is proposed; what activities or entertainment is being sought for and detail of how it will work and how it will be managed to ensure that the Licensing Act objectives are met. In the absence of details as regards the scope of the application, it is difficult to determine or engage as regards conditions potentially necessary to ensure delivery of address the Licensing Objectives. That said, the concerns already raised by Responsible Authorities seem not addressed through detailed counter-proposals or changes that eliminate those issues.

Zone A – Courtyard
THE ZONE A APPLICATION IS TO BE WITHDRAWN. PLEASE WITHDRAW
Zone B – Brixton Village walkway
Zone C – Walkway within the market accessible from Atlantic Road and Coldharbour Lane

Aside from the principle concern as regards the scope of the proposal, I understand that other key issues are likely to include:

- lack of clarity around what is proposed, what activities or entertainment is being sought for and detail of how it will work and how it will be managed to ensure that the Licensing Act objectives are met;

  WE WILL SHORTLY PROVIDE YOU WITH A SET OF SAMPLE ACTIVITIES THAT ARE PROPOSED IN ZONES B & C

- resolution for overlaps between areas encompassed by the proposed application and pre-existing licences held by separate businesses;

  WE ARE REVIEWING WHICH IF ANY CURRENT PREMISES LICENCES WITHIN THE ESTATE MIGHT CAUSE AN OVERLAP AND WILL REPORT SHORTLY.

- in the case of Zone A, confirmation as to whether the applicant is proposing to surrender the current licence; or are they proposing to operate under both licences (once overlaps have been eliminated);

  NO LONGER RELEVANT.

- clear areas to provide safe means of escape from fire or fire appliance access free from trading, entertainment or tables/chairs;

  NEW FIRE SAFETY MEASURES AND MUSTER POINTS WERE INCLUDED IN OUR ADDITIONAL EVIDENCE

- clarity about arrangements for accountability between Hondo and each of the individual unit licence holders in respect of adherence to licensing hours and conditions, especially when they are different, yet able to utilise shared communal space with potentially different operating hours/conditions;

  THIS IS RELATED TO THE REVIEW OF EXISTING LICENCES. WE WILL REPORT BACK SHORTLY.
• maximum safe capacity from the perspective of fire safety and safe
crowd dynamics, and detail as regards what proportion will be
seated/vertical? Detail as regards whether the numbers include or
exclude patrons in separately licensed units?

DETAILS OF FOOTFALL, TRACKING AND SAFETY MEASURES ARE SET OUT IN
DETAIL IN OUR ADDITIONAL EVIDENCE ALREADY PROVIDED

• how will numbers be controlled to ensure that the safe maxima are
not exceeded? If no vertical consumption is sought, how will it be
controlled/prevented?

DETAILS OF FOOTFALL, TRACKING AND SAFETY MEASURES ARE SET OUT IN
DETAIL IN OUR ADDITIONAL EVIDENCE ALREADY PROVIDED

• how will pinch-points / narrow pathways be managed from the
perspective of crowd-dynamics and safe means of escape?

DETAILS OF FOOTFALL, TRACKING AND SAFETY MEASURES ARE SET OUT IN
DETAIL IN OUR ADDITIONAL EVIDENCE ALREADY PROVIDED

• where will seating be located and how will it be configured, managed
and controlled?

LAYOUT DETAILS TO BE PROVIDED WITH SAMPLE ACTIVITIES. MANAGEMENT
AND CONTROL IS SET OUT IN THE ADDITIONAL EVIDENCE ALREADY PROVIDED.

• the need for a clear plan for managing noise/vibration and
preventing nuisance to neighbours, including effective management
and accountability of amplified music at or near boundaries between
existing licences held by individual units and the proposed common
areas applied for by Hondo - especially where conditions or licensed
hours are different. Details of any sound-proofing planned and how
this will be affected by building openings such as entrances/egress
points, windows, vents etc? I am advised by the Responsible
Authority that there are already complaints from neighbours of
Brixton Village as regards noise nuisance since the last change of
ownership and they will be looking for significant assurance that the
proposals will at the very least not worsen matters. In applications
such as this, it is common for applicants to provide reassurance by
commissioning a noise/vibration audit from an independent, qualified
and experienced environmental consultancy. Such an approach
would do much to provide reassurance and confidence around your
proposals in this regard;

FURTHER NOISE SURVEY INFORMATION WILL BE PROVIDED IN ADDITION TO
THE SURVEY ALREADY PROVIDED

• clarity around Hondo's proposed use (or not) of landlord
powers/controls to ensure that these boundary compliance issues
are not used by individual traders to blur licence conditions as
regards their business and their patrons;

THIS IS RELATED TO THE REVIEW OF EXISTING LICENCES. WE WILL REPORT
BACK SHORTLY.

- the need for a clear plan for managing the transition from maximum trading/occupancy to closure and orderly/staggered dispersal

  DETAILS OF FOOTFALL, TRACKING AND SAFETY AS WELL AS TRANSPORT AND DISPERSAL ARE SET OUT IN DETAIL IN OUR ADDITIONAL EVIDENCE ALREADY PROVIDED

- impact on neighbours, residential and business;

  THIS IS SET OUT IN DETAIL IN OUR ADDITIONAL EVIDENCE ALREADY PROVIDED

- child welfare and safeguarding proposals;

  THIS IS SET OUT IN DETAIL IN OUR ADDITIONAL EVIDENCE ALREADY PROVIDED

- clarity in respect of whether a permanent or fixed-length licence is sought. If the latter, the length of the licence sought.

  A PERMANENT LICENCE IS SOUGHT ALTHOUGH THE APPLICANTS ARE VERY HAPPY TO REVIEW OPERATIONS AFTER A YEAR WITH RESPONSIBLE AUTHORITIES
From: Ola Owojori <Ola.Owojori@lambeth.gov.uk>
Sent: 02 June 2020 12:52
To: Thomas Dunn <TDunn@lambeth.gov.uk>
Cc: Ola Owojori <Ola.Owojori@lambeth.gov.uk>
Subject: Response to Representations - Brixton Village Zones

Hi Tom and Ola

FYI

Mark

From: <OOwojori@lambeth.gov.uk>
Sent: 02 June 2020 12:14
To: 'SCostello@lambeth.gov.uk'; 'Sarah G Williams' <sgwilliams@lambeth.gov.uk>; 'Mike Constable'@met.police.uk; 'Ola Owojori'@lambeth.gov.uk
Subject: Response to Representations - Brixton Village Zones

Dear Mike Constable, Lambeth Police Licensing; Sarah Williams, Lambeth Licensing and Sophie Costello, Public Protection

I am responding to representations made in relation to Hondo Enterprises' applications for Premises Licences in Zones A, B and C of Brixton Village

It may be helpful if I summarise in bullet point form the nature of the representations received;

- There is a competing Premises Licence with respect to Zone A
- There appears to be overlap with the Fire Assembly points
- There is concern about disturbance late at night from the departure and dispersal of patrons
- There is concern about disturbance from patrons outside
- There is concern about drunkenness associated with longer hours
- There is concern about violence associated with alcohol consumption
- Further details are required with respect to regulated entertainment
- There is concern regarding the proximity of residential properties
- How will the outside be managed to prevent noise?
- What are the arrangements for clearing tables and chairs?
- What is being done to prevent smoke fumes being a nuisance to residents?
- How is capacity going to be managed?
- How will vulnerability and welfare issues be dealt with?
- What is your policy on Child Welfare?
- What are the security roles?
- How can noise nuisance be contained?
- What are the control measures such as CCTV, security, control of entrances and exits?

I am enclosing a Management Plan which I hope addresses many of the points raised

The principal use of the external space will be to provide a TableSnappr service where customers sit at a table, use a QR code on the table and order their food and drink via an App, which is then delivered. I have included a brochure which provides further information. I also have a short film explaining the service if you wish to see it.

The applicants do also wish to have the flexibility also to hold events in the Zones to enhance the visitor experience (music, theatre, film etc.), but are very conscious of potential noise impact. They are willing to accept a condition that any use of the Zones for regulated activity would be subject to providing a satisfactory additional annexe to the noise survey that has already been provided, which would specifically address the Zone areas. And they would be happy to install a noise limiter in co-operation with Lambeth Environmental Services

There have been requests by the Police for further detail in relation to security. Much is covered in the attached Management Plan, but I have also added the LSS contract with the Market. And I attach below a typical rota based on the footfall gathered by the Market's electronic tracking systems;

<table>
<thead>
<tr>
<th>Shifts</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
<th>Total Shifts</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.00 AM to 19.00 PM</td>
<td>2 LSS</td>
<td>2 LSS</td>
<td>2 LSS</td>
<td>2 LSS</td>
<td>2 LSS</td>
<td>3 LSS</td>
<td>2 LSS</td>
<td>11</td>
</tr>
<tr>
<td>22.00 PM to 12.00 AM</td>
<td>3 LSS</td>
<td>3 LSS</td>
<td>2 LSS</td>
<td>3 LSS</td>
<td>4 LSS</td>
<td>3 LSS</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>00.00 AM to 06.00 AM</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>06.00 AM to 12.00 AM</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1 LSS</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>DUTY MANAGER</td>
<td>1 LSS</td>
<td>18.00-00.00</td>
<td>18.00-00.00</td>
<td>18.00-00.00</td>
<td>12.00-00.00</td>
<td>09.00-18.00</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

I also attach information on radios, CCTV and footfall analysis;

Radio System:

- All security personnel wear body cams
All security, management and cleaning teams carry and use personal radios whilst on shift. These are a bank of internal radios to allow for effective communication between ALL staff on site and on the ground.

Spec of the radio can be provided. Hytera – Mobile Radio Spec

We are also members of the town link radio – which is connected to the Brixton town CCTV room and +80 other businesses in Brixton

CCTV:

detailed in the management plan – and due to be upgraded in the coming week which will improve the CCTV coverage, quality and the utilisation of a combined control room with a dedicated controller in situ

Footfall analysis:

- We use a company called Hoxton Analytics and they have been monitoring our footfall across both markets since August 2018
- We can provide an overview of how the footfall counters work and the level of detail they provide us
- We have a number of footfall counters at the entrance and exit points of both markets. The footfall counters double up as cameras and so monitor physical feet moving into the scheme. The numbers are logged and collated in live time. The full site team have access to this portal and so can review and understand accurate and real footfall hourly. In addition the added value of actual monitoring of feet enables feedback on gender split and adult v child split of people within the market at any given time
- We also work with a company called free runner – who manage our FREE public WiFi. When needed we are able to analyse the live WiFi that is being used (for anyone that is in the market) – allowing us insight into hotspot zones, to help determine customer dwell and anticipate congested areas and plan ahead for them during events etc

In relation to previous noise complaints, a meeting was held with Henry Umeh in May 2019 highlighting all of the onsite action being taken. We are only aware of two music complaints, one against a trader (Supercute) which led to Hondo issuing a formal warning in relation to possible breach of their lease (there were no further complaints). And the second in March 2019 in relation to a St Patrick’s Day event which finished at 2130. This was dealt with immediately.

I enclose a letter with respect to the Fire Assembly points which ensures that there will be no overlap with the licensed area

Summary

The applicants own and operate the entire Village and all of Zones A, B and C. As such they have control over tenants (whether or not they hold a separate Premises Licence). Their principal aim during extended discussions with Cabinet at Lambeth Council has been to provide a safe, friendly and welcoming premises for Lambeth guests, and to upgrade the offering throughout. Great care has been taken to be sympathetic to the history of the market, its residential neighbours and its surrounds; and extensive measures are in place to promote the licensing objectives, prevent crime and disorder, promote public safety, prevent noise disturbance and protect children and the vulnerable

The applicants have indicated that if suitable conditions can be agreed for Zones B and C, and the applications dealt with by delegated authority, that they would agree:

- not to proceed with the application for Zone A (Courtyard) at this time
- the regulated hours for Zones B and C would be amended to 10am to Midnight daily

I am sorry it has taken some time to get back to you. Collating some of the information has been difficult during the current circumstances. But do please feel free to call with any questions and I very much look forward to hearing from you.

Kind regards

Mark Browning
Director | BA LAW

phone | mobile
site | email

www.ba-law.co.uk
This document is part of Brixton Market’s promotion of the Licensing Objectives.

Brixton Market believes in maintaining a close relationship with local residents and the business community of Lambeth, as well as the statutory and responsible authorities. There will always be a duty manager on hand, and freely available to deal with any complaints or concerns.

Brixton Market is a well-controlled, self-contained premises covered by CCTV, market management teams and internal security staff. All entrances and exits for customers and staff are always monitored.

Staff are also trained to the very highest degree and made aware of licensing regulations as well as safety and nuisance concerns.

Brixton Market also has a Responsible Approach to Drinking Policy ensuring that customers are made comfortable and safe at all times.

Brixton Market has a drinking up policy incorporated into its Licences to ensure that after the final hour for the sale of alcohol, customers have a relaxed and sensible time to finish their meal and drinks without having to rush out at a particular time.

There is also signage on the exit door advising customers that they are in a residential neighbourhood and should leave quietly.

In addition, staff members are on hand both at the exit to advise customers as to the nearest transport hub and to ensure that there is no unnecessary noise. Staff are also able to help with taxis.

Music is played at background recorded levels and as such customers do not find themselves having to adjust to a different noise environment on leaving. This means that they are less likely to be raising their voices to compensate. If music is played at more than background levels, a suitable ‘winding-down’ period will allow customers to adjust to the ambient noise.

Brixton Market finds that customers naturally eat and drink at different times, meaning that there is not a ‘rush for the door’ that one might find at pubs or bars at closing time. Usually by the terminal hour, the majority of customers have already left and the pressure on departures is reduced.
Noise Impact Assessment and Noise Survey of a Mixed-Use Venue

Client: THG Events Ltd
Address: Unit 5
         Ferrier Street
         Wandsworth Town
         London
         SW18 1SN

Date: 07/03/2019
Version | 1 | 2 | 3
--- | --- | --- | ---
**Authored By** | Mr P Soler, BSc | | |
**Approved By** | A T Martin MSc, MIOA, MIET, MInstSCE | -- | --
**Date** | 07/03/2019 | -- | --
**Project Number** | 3174HG | -- | --

**Disclaimer**

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Contents

EXECUTIVE SUMMARY ........................................................................................................ 5

1. INTRODUCTION .............................................................................................................. 6
  1.1 Overview .................................................................................................................. 6
  1.2 Scope & Objectives ................................................................................................. 6
  1.3 Legislation, Policy and Guidance .............................................................................. 6

2. SITE DESCRIPTION & BACKGROUND INFORMATION .............................................. 7
  2.1 Site & Surroundings ................................................................................................. 7
  2.2 Background .............................................................................................................. 7

3. ENVIRONMENTAL NOISE SURVEY ........................................................................... 9
  3.1 Measurement Methodology .................................................................................... 9
  3.2 Measurement Equipment ....................................................................................... 9
  3.3 Weather Summary .................................................................................................. 9
  3.4 Results .................................................................................................................... 9
  3.5 Subjective impression & Context ......................................................................... 11
  3.6 Assumptions ......................................................................................................... 11
  3.7 Uncertainty .......................................................................................................... 11

4. NOISE ASSESSMENT .................................................................................................... 13
  4.1 BS4142:2014 Noise Assessment ........................................................................... 13
  4.2 Patron Noise Assessment ....................................................................................... 17
  4.3 Music Noise Assessment ....................................................................................... 20
  4.4 Recommendations & Mitigation ............................................................................ 22

APPENDIX A – ACOUSTIC TERMINOLOGY .................................................................... 24

APPENDIX B – LEGISLATION, POLICY AND GUIDANCE ........................................ 27

APPENDIX C - LOCATION PLAN ...................................................................................... 31

APPENDIX D – SITE PLANS ............................................................................................ 32

APPENDIX E – ENVIRONMENTAL SOUND SURVEY ..................................................... 35
Tables

Table 1.0 – Measurement Equipment ........................................................................................................ 9
Table 2.0 – Sound Survey Results Summary ............................................................................................... 10
Table 3.0 – Sound Survey Operational Hours Results – MP1 ................................................................. 10
Table 4.0 – Background Sound Survey Operational Hours Results ............................................................ 11
Table 5.0 – Background Sound (L90) Octave Band Leq, 15min During the Operational Period .......... 11
Table 6.0 – Plant Limit Level Summary .................................................................................................... 13
Table 7.0 – Rating Penalty Assessment .................................................................................................... 14
Table 8.0 – Summary of Rating Sound Levels ............................................................................................ 14
Table 9.0 – Background Sound Level Summary Results ........................................................................... 15
Table 10.0 – BS4142:2014 Assessment ....................................................................................................... 15
Table 11.0 – Sound Level Summary at the Proposed Development ............................................................. 18
Table 12.0 – Background Sound Level Summary Results ........................................................................... 18
Table 15.0 – BS4142:2014 Assessment ....................................................................................................... 18
Table 14.0 – Increase in Ambient Noise Level Assessment ........................................................................ 19
Table 15.0 – Internal Music Level .............................................................................................................. 20
Table 16.0 – Music Level at NSR1 .............................................................................................................. 20
Table 17.0 – Summary of L90 Background Sound Levels ........................................................................ 21
Table 18.0 – Music Impact Assessment – NSR1 ....................................................................................... 21
Table 19.0 – Maximum Music Limit Level ................................................................................................. 22

Figures

Figure 1.0 – Site Location Image ................................................................................................................ 7
Figure 2.0 – Sound Level Map .................................................................................................................... 17
Executive summary

A noise impact assessment has been undertaken to assess the potential increase in noise levels from the proposed development at the rear of the Brixton Village Service Area, 29-31 Granville Arcade, Atlantic Road, Brixton, London SW9 8PR. The measured background sound levels have allowed a BS4142:2014 and Entertainment noise assessment to be carried out.

The BS4142 assessment shows that low impact is expected, provided the External Plant Noise Limit of 41.0 dBA at the closest NSR is adhered to.

The entertainment noise assessment also shows that low impact is expected provided the Music Limit Level and mitigation suggested in the report are implemented. Moreover, patron noise assessment shows also low impact when assuming a capacity of 450 people and a minimum of 10 meters of fixed roof at the east side. Further mitigation has been recommended to minimise uncertainty in the predictions presented and ensure the amenity of the NSR’s is protected. A brief overview of the main recommendations and mitigation can be seen below.

<table>
<thead>
<tr>
<th>Recommendations and Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The cumulative sound level of any proposed external plant should not exceed the External Plant Limit Level of 32.0 dB at the closest NSR.</td>
</tr>
<tr>
<td>- The Music Limit Level defined in Table 19.0 should not be exceeded.</td>
</tr>
<tr>
<td>- Music events on site should not occur past the hours of 23:30 Monday to Saturday and 21:30 on Sundays.</td>
</tr>
<tr>
<td>- A maximum capacity of 450 people should not be exceeded.</td>
</tr>
<tr>
<td>- A minimum of 10 meters of the roof to the east has to be fixed.</td>
</tr>
<tr>
<td>- During events, a noise management plan should be implemented as shown in section 4.4 of the report.</td>
</tr>
</tbody>
</table>

The findings of this report will require written approval from the Local Authority prior to work commencing.
1. Introduction

1.1 Overview

NOVA Acoustics Ltd has been commissioned to prepare a noise assessment for a mezzanine structure with a lifespan of 3 – 5 years to be used as a community space by local schools, teaching groups and for hosting events ('the Proposed Development') at the rear of the Brixton Village Service Area, 29-31 Granville Arcade, Atlantic Road, Brixton, London SW9 8PR ('the Site').

The Applicant is preparing a planning application to be submitted ('the Application') to Lambeth Council. Accordingly, the following technical noise assessment has been produced to accompany the Application to Lambeth Council.

This report details the existing background sound climate at the nearest receptors, as well as the sound emissions associated with the Proposed Development.

This noise assessment is necessarily technical in nature; therefore, a glossary of terms is included in Appendix A to assist the reader.

1.2 Scope & Objectives

The scope of the noise assessment can be summarized as follows:

- Baseline sound monitoring survey to evaluate the prevailing sound levels at the nearest sensitive receptor ('NSR') to Site;
- Detailed sound modelling, acoustic calculation and analysis in accordance with ISO9613 – 1 prediction methodology to predict sound levels at the NSR;
- A detailed assessment of the suitability of the Site, in accordance with relevant standards in respect of sound from the proposed sources; and
- Recommendation of mitigation measures, where necessary, to comply with the requirements of the National Planning Practice Guidance in England and Wales, BS4142:2014 and other relevant standards.

1.3 Legislation, Policy and Guidance

This report is to be primarily based on the following legislation, policy and guidance.

- Noise Policy Statement for England
- IEMA Guidelines on Noise Impact Assessments
- BS 4142:2014
- BS8233:2014 ‘Guidance on sound insulation and noise reduction for buildings’
- ISO 9613-2 Attenuation of sound during propagation outdoors
- BS EN 12354-4 Building Acoustics
- Entertainment Noise Legislation
2. Site Description & Background Information

2.1 Site & Surroundings

The proposed site is located at the rear of Brixton Village Service area, 29-31 Granville Arcade, Atlantic Road, Brixton, London SW9 8PR. The surrounding area is comprised of a mixture of residential dwellings, commercial units including market stalls, railway tracks and a railway station. The sources of transportation around the proposed site are rail and road traffic, with both being the primary sources of noise in the area. To the north and above part of the proposed site is a railway line and a further 50m north is ‘Pop Brixton’, which is a temporary project for independent commercial, catering and social start-up businesses which has operating hours of 9:00 am until 11:00 pm Sunday to Wednesday and 9:00 am until midnight Thursday to Saturday. To the east 25m away is a block of residential dwellings. Directly to the east, adjacent to the proposed site, there is also a new residential development site which will comprise of a multi-storey apartment block. To the south and partially below the proposed site is Brixton Village market which holds many commercial units and operates between 09:00 – 23:30 to the public and operates from 08:00 – 12:00 for staff members and 60m south there are also residential dwellings above the southern entrance to Brixton Village. To the west is another train line and the southern reach of Brixton Station followed by B223 Atlantic Road with various commercial units.

![Site Location Image](image-url)

**Figure 1.0 - Site Location Image**

2.2 Background

It is proposed that a mezzanine be constructed to the rear of the market building between the existing building and the Network Rail viaduct to the north. The proposed mezzanine will be comprised of a metallic structure which will be used as a platform. It has been agreed with the client that 40% of the ceiling is to be fixed and the remaining 60% to be retractable, which will be open
in good weather. The walls to the west, south and east are to be formed by absorbent panels while the wall to the north will be formed by glass/perspex/polycarbonate. The proposed operational times for the development are 09:00 – 17:00 for community events/functions and 17:00 – 23:30 for the general public during the week. The development will open to the public from 12:00 – 23:30 on Saturdays and 12:00 – 21:30 on Sundays during the weekend. Detailed information about the proposed site can be found in Appendix D.
3. Environmental Noise Survey

In order to characterise the sound profile of the area of the proposed development, a long term 118-hour environmental sound survey was carried out from the 6th to 11th February 2019.

3.1 Measurement Methodology

For the long-term sound monitoring, the sound level meter was placed at 1st-floor level attached to a fence on the roofed area of the market. The monitoring position was chosen in order to collect representative sound levels of the area during the week and weekend day time and night time periods. This position was also representative of the sound levels at the NSR’s. The measurement position can be found in Figure 1.0.

3.2 Measurement Equipment

<table>
<thead>
<tr>
<th>Piece of Equipment</th>
<th>Serial No</th>
<th>Calibration Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CESVA SC420 Class 1 Sound level meter</td>
<td>T238593</td>
<td>≤0.5</td>
</tr>
<tr>
<td>CESVA CB006 Class 1 Calibrator</td>
<td>901013</td>
<td></td>
</tr>
</tbody>
</table>

*Table 1.0 – Measurement Equipment*

All equipment used during the survey was field calibrated at the start and end of the measurement period with a negligible deviation of ≤0.5 dB. All sound level meters are calibrated every 24 months and all calibrators are calibrated every 12 months, by a third-party calibration laboratory. All microphones were fitted with a protective windshield for the entire measurements period. Calibration certificates can be provided upon request.

3.3 Weather Summary

As the environmental noise survey was carried out over a long un-manned 118-hour period no records of weather conditions were taken. However, during the setup and collection of the monitoring equipment the weather as calm with wind speeds of less than 5m/s and no precipitation. All measurements have been compared with met office weather data of the area and periods of elevated weather conditions have been excluded from the subsequent calculations. The weather conditions were suitable for the measurement of environmental noise in accordance with BS7445 Description and Measurement of Environmental Noise.

3.4 Results

3.4.1 Summary Results

The following table shows a summary of the sound survey results; $L_{Aeq}$, $L_{A\text{max}}$, $L_{A90}$ and the $L_{A10}$ for the measurement period.

<table>
<thead>
<tr>
<th>Measurement Position MP1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement Time Period (‘t’)</td>
</tr>
<tr>
<td>Day 1 - 06/02/19 - 10:45 - 23:00</td>
</tr>
</tbody>
</table>
The following table shows a summary of the sound survey results; $L_{Aeq}$, $L_{Amax}$, $L_{A90}$ and the $L_{A10}$ for the proposed operational hours of the development. To ensure a robust assessment these operational hours have been taken from the period of highest likely impact on the surrounding NSRs 17:00 - 23:30 when the development is open to the public.

<table>
<thead>
<tr>
<th>Measurement Position MP1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Hours ('t')</strong></td>
</tr>
<tr>
<td>Day 1 - 06/02/19 - 17:00 - 23:30</td>
</tr>
<tr>
<td>Day 2 - 07/02/19 - 17:00 - 23:30</td>
</tr>
<tr>
<td>Day 3 - 08/02/19 - 17:00 - 23:30</td>
</tr>
<tr>
<td>Day 4 - 09/02/19 - 12:00 - 23:30</td>
</tr>
<tr>
<td>Day 5 - 10/02/19 - 12:00 - 18:00</td>
</tr>
</tbody>
</table>

Table 3.0 – Sound Survey Operational Hours Results – MP1

### 3.4.1 Background Sound Level Summary Results

The following table shows a summary of the background sound level results at the proposed operational hours of the development. Again these levels are taken from the period of highest likely impact during the operational hours 17:00 – 23:30.

<table>
<thead>
<tr>
<th>Measurement Position MP1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Hours ('t')</strong></td>
</tr>
<tr>
<td>Night 1 – 06/02/19 – 23:00 – 07:00</td>
</tr>
<tr>
<td>Day 2 - 07/02/19 - 07:00 - 19:00</td>
</tr>
<tr>
<td>Night 2 – 07/02/19 – 23:00 – 07:00</td>
</tr>
<tr>
<td>Day 3 - 08/02/19 - 07:00 - 23:00</td>
</tr>
<tr>
<td>Night 2 – 08/02/19 – 23:00 – 07:00</td>
</tr>
<tr>
<td>Day 4 - 09/02/19 - 07:00 - 23:00</td>
</tr>
<tr>
<td>Night 4 – 09/02/19 – 23:00 – 07:00</td>
</tr>
<tr>
<td>Day 5 - 10/02/19 - 07:00 - 23:00</td>
</tr>
<tr>
<td>Night 5 – 10/02/19 – 23:00 – 07:00</td>
</tr>
<tr>
<td>Day 6 - 11/02/19 - 07:00 - 08:00</td>
</tr>
</tbody>
</table>
Table 4.0 – Background Sound Survey Operational Hours Results

The following table shows a summary of the octave band $L_{90}$ sound levels measured during the proposed operational periods.

<table>
<thead>
<tr>
<th>Frequency Analysis</th>
<th>Measurement Position MP1</th>
<th>Z-weighted Octave Band L90 Level, Hz (dB)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>63</td>
</tr>
<tr>
<td>Day 1 - 06/02/19 - 17:00 - 23:30</td>
<td>55.0</td>
<td>52.0</td>
</tr>
<tr>
<td>Day 2 - 07/02/19 - 17:00 - 23:30</td>
<td>56.0</td>
<td>57.0</td>
</tr>
<tr>
<td>Day 3 - 08/02/19 - 17:00 - 23:30</td>
<td>59.0</td>
<td>57.0</td>
</tr>
<tr>
<td>Day 4 - 09/02/19 - 12:00 - 23:30</td>
<td>61.0</td>
<td>58.0</td>
</tr>
<tr>
<td>Day 5 - 10/02/19 - 12:00 – 21:30</td>
<td>58.0</td>
<td>54.0</td>
</tr>
</tbody>
</table>

Table 5.0 – Background Sound (L90) Octave Band Leq,15min During the Operational Period

3.5 Subjective impression & Context

Whilst undertaking the site visit; trains, cars and planes were found as the main sound sources of the area. The sound profile was considered high due to a large number of activities which take place in the surroundings. This included commercial activity however the was secondary in nature in comparison to the road and rail traffic noise in the area. A Subjective assessment of the site indicated that the site was suitable for such a development provided it can be ensured that the amenity of all surrounding residents can be fully protected.

3.6 Assumptions

- To ensure a robust and conservative assessment the retractable roof associated with the development has been considered open in the subsequent analysis.

3.7 Uncertainty

BS4142:2014 section 10.0 states that uncertainty in the calculation of sound levels during the assessment process can arise from both the measured values and calculation methods.

To ensure the accuracy of the assessment consideration has been taken for the level of uncertainty in the measured data and associated calculations in the proposed methodology used to undertake the assessment. Where the level of uncertainty could affect the conclusion, reasonably practicable
steps have been taken to minimise the level of uncertainty. Where the level of uncertainty is excessive, additional measurements and site visits have been conducted to increase the confidence in the results. In all instances the following steps have been taken to address the uncertainty;

1) Measured Values; A detailed understanding of the source of noise under investigation has been conducted including consideration for the complexity, variability over time and location, the character and effect of the residual sound level in comparison with the source, the measurement location, quantity of measurements and distance/intervening ground conditions, measurement time interval and the range of times measurement were taken, the suitability of weather conditions, the level of rounding and the classification of the instrumentation used to conduct the assessment.

2) Calculation Methods; Consideration has been taken for the accuracy of the measured sound levels, the character of the sound emissions in question, the calculation method and the simplification of the real situation to “fit” the modelled situation. Recognised standards and validated methods and processes have been used to establish accurate values during the calculation process.

For the avoidance of doubt, the level of uncertainty will not be quantified. If appropriate consideration is taken for points 1 and 2 during the collection of data and analysis thereof, then the influence of uncertainty in the final result is at its lowest practical value.
4. Noise Assessment

4.1 BS4142:2014 Noise Assessment

The following section of the report analyses the impact of any noise generated by external plant associated with the development such as extraction systems or AC units.

4.1.1 Cumulative Plant Noise Limit Level

The specification and exact location of all external plant have not yet been defined. Consequently, a cumulative plant noise limit level has been provided to ensure all plant noise emissions fall significantly below the background sound level.

<table>
<thead>
<tr>
<th>Description</th>
<th>Value (dB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative Plant Noise Limit Level at NSR</td>
<td>32.0</td>
</tr>
</tbody>
</table>

*Table 6.0 – Plant Limit Level Summary*

4.1.2 Rating Level

Rating Penalty

Section 9 of BS4142:2014 describes how the rating sound level should be derived from the specific sound level, by deriving a rating penalty.

BS4142:2014 states:

"Certain acoustic features can increase the significance of impact over that expected from a basic comparison between the specific sound level and the background sound level. Where such features are present at the assessment location, add a character correction to the specific sound level to obtain the rating level. This can be approached in three ways:

a) subjective method;
b) objective method for tonality;
c) reference method."

Due to the nature of the development, the subjective method has been adopted to derive the rating sound level from the specific sound level. This is discussed in Section 9.2 of BS4142:2014, which states:

"Where appropriate, establish a rating penalty for sound based on a subjective assessment of its characteristics. This would also be appropriate where a new source cannot be measured because it is only proposed at that time, but the characteristics of similar sources can subjectively be assessed. Correct the specific sound level if a tone, impulse or other characteristics occurs, or is expected to be present, for new or modified sound sources."

BS4142:2014 defines four characteristics that should be considered when deriving a rating penalty, namely; tonality; impulsivity; intermittency; and other sound characteristics, which are defined as:

a) Tonality
A rating penalty of +2 dB is applicable for a tone which is “just perceptible”, +4 dB where a tone is “clearly perceptible”, and +6 dB where a tone is “highly perceptible”.

b) **Impulsivity**

A rating penalty of +3 dB is applicable for impulsivity which is “just perceptible”, +6 dB where it is “clearly perceptible”, and +9 dB where it is “highly perceptible”.

c) **Other Sound Characteristics**

BS4142:2014 states that where “the specific sound features characteristics that are neither tonal nor impulsive, though otherwise are readily distance against the residual acoustic environment, a penalty of +3 dB can be applied.”

d) **Intermittency**

BS4142:2014 states that when the “specific sound has identifiable on/off conditions, the specific sound level ought to be representative of the time period of length equal to the reference time interval which contains the greatest total amount of on time ... if the intermittency is readily distinctive against the residual acoustic environment, a penalty of +3 dB can be applied.”

**Rating Penalty Assessment**

Considering the requirements of the rating penalty, an assessment of the various sound sources associated with the Proposed Development, in terms of whether any rating penalties are applicable, and has been detailed in the following table.

<table>
<thead>
<tr>
<th>Source</th>
<th>Tonality</th>
<th>Impulsivity</th>
<th>Intermittency</th>
<th>Other Sound Characteristics</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>+2</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>Possible tonal component at NSR’s</td>
</tr>
</tbody>
</table>

*Table 7.0 – Rating Penalty Assessment*

**Rating Level**

Incorporating the rating penalties with the specific sound levels, the rating sound levels have been derived and have been detailed in the following table.

<table>
<thead>
<tr>
<th>NSR</th>
<th>Rating Sound Level (dB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>34.0</td>
</tr>
</tbody>
</table>

*Table 8.0 – Summary of Rating Sound Levels*

**4.1.3 Background Sound Level**

The background sound level is the underlying level of sound over a period, T, and is indicative of the relative quietness at a given location. It does not reflect the occurrence of transient and/or higher sound level events and is generally governed by continuous or semi-continuous sounds.
To ensure the background sound level values used within the assessment are reliable and suitably represent both the particular circumstance and periods of interest, efforts have been made to quantify a ‘typical’ background sound level for a given period. The purpose has not been to simply select the lowest measured value. Diurnal patterns have also been considered as they can have a major influence on background sound levels, for example, the middle of the night can be distinctly different (and potentially of lesser importance) compared to the start or end of the night time period for sleep purposes.

Since the intention is to determine a background sound level in the absence of the specific sound that is under consideration, it is necessary to understand that the background sound level can in some circumstances legitimately include industrial and/or commercial sounds that are present as separate to the specific sound.

As the exact plant make and model or location have not yet been defined, it is assumed that external plant could be operated at any time through day and night time, thus the lowest measured period has been used in this assessment. The following table shows the background sound level result during the lowest measured period.

<table>
<thead>
<tr>
<th>Measurement Position MP1</th>
<th>Measurement Period ('t')</th>
<th>$L_{A90,t}$</th>
<th>Statistically most Repeated $L_{A90,t}$</th>
<th>Min. $L_{A90,t}$</th>
<th>Max. $L_{A90,t}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Night 1 - 06/02/19 - 23:00 - 07:00</td>
<td>54.0</td>
<td>48.0</td>
<td>44.0</td>
<td>57.0</td>
<td></td>
</tr>
</tbody>
</table>

*Table 9.0 – Background Sound Level Summary Results*

**Discussion:**

According to the statistical analysis in the most repeated $L_{A90,t}$ value during the lowest measured period is 48.0 dBA, which occurred on the night of 06/02/19. However, to ensure a robust and conservative assessment the lowest measured $L_{A90}$ value of 44.0 dBA will be used in the subsequent assessment.

**4.1.4 BS4142 Assessment**

The rating sound level has been assessed in accordance with BS4142:2014 at all NSR’s. The BS4142:2014 assessment at the NSR, during the operational period can be seen in the table below.

<table>
<thead>
<tr>
<th>Results</th>
<th>Sound Level (dB)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating Sound Level</td>
<td>34.0</td>
<td>As shown in Table 8.0</td>
</tr>
<tr>
<td>Operational Period Background Sound Level</td>
<td>44.0</td>
<td>As shown in Table 9.0</td>
</tr>
<tr>
<td>Excess of Rating over Background Sound Level</td>
<td>-10.0</td>
<td>Assessment Indicates a ‘Low Impact’.</td>
</tr>
</tbody>
</table>

*Table 10.0 – BS4142:2014 Assessment*

**Discussion:**
The assessment above indicates that provided the cumulative plant noise limit level is adhered to, all noise emissions for any proposed external plant will fall a minimum 10 dB below the lowest measured background sound level. Thus, indicating low impact on the surrounding NSRs.
4.2 Patron Noise Assessment

Noise arising from patrons will likely be apparent due to the capacity of the proposed development. It has been assumed the mezzanine may have a capacity of up to 450 people. To ensure a conservative assessment the noise from patrons is derived from the average sound pressure level of a person talking loudly (72.0 dB at 1m). Due to the huge capacity (450 people), the site has been modelled as an area source simulating the worst-case scenario where all 450 people is talking at the same time. The sound pressure of the area source has been calculated as \( L_p = L_w + 10 \log(A) \) which equals a sound pressure level of **97.0 dB**.

The specific sound levels incident on the proposed development have been calculated using SoundPlan 8.1, which undertakes its calculation in accordance with the guidance given in ISO9613 – 1:1993 and ISO9613 – 2:1996.

The following assumptions have been made within the calculation software:

- To accurately model the land surrounding the development the topographical data has been taken from Google Maps, it is assumed this has an accuracy within the last 3 years.
- The ground between the source and receiver is mixed, ‘soft’ and ‘hard’, for the purpose of the assessment the ground has been considered as ‘hard’.
- The noise levels calculated above have been used to calibrate the sound map.
- The proposed platform is closed to the west, south and east by absorbent panels.
- The proposed platform is fully closed to the north by glass/perspex/polycarbonate.
- The length of the fixed roof to the east must be at least 10m. See Appendix D.

The sound map showing the specific sound level emissions from the Proposed Development can be seen below in Figure 3.0.

![Figure 2.0 – Sound Level Map](image-url)
A summary of the sound levels incident on the most exposed areas for both NSR1 and NSR2, based on the sound map shown in Figure 2.0, can be seen in the following table.

<table>
<thead>
<tr>
<th>Location</th>
<th>Sound Level (dBA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSR1</td>
<td>50.0</td>
</tr>
<tr>
<td>NSR2</td>
<td>38.0</td>
</tr>
</tbody>
</table>

Table 11.0 - Sound Level Summary at the Proposed Development

4.2.1 Patron Noise Assessment Against Background

4.3.1.1 Background Sound Level

The following table shows the background sound level result during the lowest measured sound levels during the operational period operational period of highest likely impact the evening.

<table>
<thead>
<tr>
<th>Measurement Position MP1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement Period ('t')</td>
</tr>
<tr>
<td>----------------------------</td>
</tr>
<tr>
<td>Day 1 - 06/02/19 - 17:00 - 23:30</td>
</tr>
</tbody>
</table>

Table 12.0 – Background Sound Level Summary Results

Discussion:

According to the statistical analysis in the most repeated L_{A90,t} value during the lowest measured operational period is 52.0 dBA, which occurred on the 06/02/19. Again to ensure a robust assessment the lowest measured background sound level of 50 dB L_{A90} will be used in the subsequent assessment.

4.3.1.2 Patron Vs Background Assessment

The rating sound level has been assessed in accordance with BS4142:2014 at all NSR’s. The BS4142:2014 assessment at the NSR, during the operational period can be seen in the table below.

<table>
<thead>
<tr>
<th>Results</th>
<th>Sound Level (dB)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating Sound Level</td>
<td>50.0</td>
<td>As shown in Table 11.0</td>
</tr>
<tr>
<td>Operational Period Background Sound Level</td>
<td>50.0</td>
<td>As shown in Table 14.0</td>
</tr>
<tr>
<td>Excess of Rating over Background Sound Level</td>
<td>0.0</td>
<td>Assessment Indicates a ‘Low Impact’.</td>
</tr>
</tbody>
</table>

Table 13.0 – BS4142:2014 Assessment

Discussion:

The assessment above indicates that assuming at least 10m of the east roof section is fixed and 450 talking loudly at the same time at the proposed platform, the expected incident sound pressure level
at most expose residential premise (NSR1 – New Housing Estate) falls equal to the $L_{A90}$ background sound level. Thus, indicating low impact on the surrounding NSR’s. Furthermore, when considering the low likelihood of all 450 people talking at the same time and the likely time that the roof is going to be partially open, the impact is expected to be further reduced.

### 4.3.1.3 Increase in Ambient Noise Level Assessment

This section of the report assesses the expected increase in ambient noise levels of the area due to the Proposed Development. In order to assess the potential impact, the patron noise emissions for the site have been logarithmically added to the ambient sound levels of the area without the site operating. The higher the increase in ambient noise levels the higher the expected impact. It is assumed that if the assessment indicates low impact at NSR 1 then there will also be low impact at NSR 2 as it is situated at a greater distance.

<table>
<thead>
<tr>
<th>Description</th>
<th>Value (dB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patron Noise at NSR1</td>
<td>50.0</td>
</tr>
<tr>
<td>Lowest Ambient Noise level</td>
<td>60.0</td>
</tr>
<tr>
<td>Resulting Noise level</td>
<td>61.0</td>
</tr>
<tr>
<td>Increase in Noise Levels</td>
<td>+1.0</td>
</tr>
<tr>
<td>Impact</td>
<td>Not Significant</td>
</tr>
</tbody>
</table>

*Table 14.0 – Increase in Ambient Noise Level Assessment*

**Discussion:**

The assessment above indicates that assuming a capacity of 450 people using the mezzanine the ambient noise level at the closest NSR will increase by 0.1 dB. According to the IEMA Guidelines on Noise Impact this level of increase is not significant.
4.3 Music Noise Assessment

The Nearest Sensitive Receptors analysed in this assessment will be the New Housing Block and the existing block of flats at the East of the site (NSR1) as that has been found to be the most exposed due to its proximity.

4.3.1 Music Limit Level

The following table presents the defined Music Limit Level. This level has been specified to ensure all music noise levels breaking out of the development fall significantly below the prevailing background sound level. It is assumed that there will be no significantly amplified music played on site and all music will likely be background in nature.

<table>
<thead>
<tr>
<th>Sound Source</th>
<th>A-weighted Octave Band Sound Pressure Level, Hz (dB)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>63</td>
</tr>
<tr>
<td>Music Limit Level</td>
<td>78.0</td>
</tr>
</tbody>
</table>

*Table 15.0 – Internal Music Level*

4.3.2 Music Breakout Analysis

The octave band reduction provided by the geometry of the site for the most exposed NSR has been calculated using SoundPlan 8.1, which undertakes its calculation in accordance with the guidance given in ISO9613 – 1:1993 and ISO9613 – 2:1996.

The following assumptions have been made within the calculation software:

- To accurately model the land surrounding the development the topographical data has been taken from Google Maps, it is assumed this has an accuracy within the last 3 years.
- The ground between the source and receiver is mixed, ‘soft’ and ‘hard’, for the purpose of the assessment the ground has been considered as ‘hard’.
- The proposed platform is closed to the west, south and east by absorbent panels.
- The proposed platform is fully closed to the north by glass/Perspex/polycarbonate.
- The length of the fixed roof to the east must be at least 10m. See Appendix D.

The table shows the Music Level incident at NSR1 in octave bands when the Music Level Meter is set and considering the sound reduction indicated by the modelling.

<table>
<thead>
<tr>
<th>Description</th>
<th>A-weighted Octave Band Sound Pressure Level, Hz (dB)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>63</td>
</tr>
<tr>
<td>Music Limit Level</td>
<td>78.0</td>
</tr>
<tr>
<td>Sound Reduction</td>
<td>22.0</td>
</tr>
<tr>
<td>Music Level at NSR</td>
<td>56.0</td>
</tr>
</tbody>
</table>

*Table 16.0 – Music Level at NSR1*
4.3.3 Background Sound Level

The table below outlines a summary of the octave band background sound measured for the operational hours on Day 1 Wednesday as this is the period of lowest measured background sound levels. Again this the background sound levels are taken from the most sensitive period of the operational times.

<table>
<thead>
<tr>
<th>Measurement Position MP1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z-weighted Octave Band Sound Pressure Level, Hz (dB)</td>
</tr>
<tr>
<td>63</td>
</tr>
<tr>
<td>Day 1 - 06/02/19 - 17:00 - 23:30</td>
</tr>
</tbody>
</table>

*Table 17.0 – Summary of L90 Background Sound Levels*

4.3.4 Music Breakout Assessment

The calculated music level at the NSR’s is compared with the ‘typical’ background sound level during the operational period of the proposed site.

<table>
<thead>
<tr>
<th>NSR1 - Music Impact Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-weighted Octave Band Sound Pressure Level, Hz (dB)</td>
</tr>
<tr>
<td>63</td>
</tr>
<tr>
<td>Music Level at NSR</td>
</tr>
<tr>
<td>Background L90</td>
</tr>
<tr>
<td>Level above background</td>
</tr>
</tbody>
</table>

*Table 18.0 – Music Impact Assessment – NSR1*

Discussion

As can be seen in the assessment of the music breakout shown above, providing the Music Limit Level is adhered to the music noise emissions should fall a minimum of 5.0 dB below the prevailing background sound level at the NSR1. Thus, indicating low impact provided the music limit level is not exceeded. Furthermore, this could be considered to be a conservative assessment assuming the worst-case scenario when the retractable section of the roof is open thus actual impact is expected to be lower due to most of the time the entire roof will remain closed due to weather conditions.
4.4 Recommendations & Mitigation

Music Limiting Device – Internal Events Space

For all internal events automated volume controls capable of limiting noise at specific frequencies to prevent significant bass frequency noise should be implemented at the site. The following maximum music limit level should be set as shown in the following table.

<table>
<thead>
<tr>
<th>Location</th>
<th>63</th>
<th>125</th>
<th>250</th>
<th>500</th>
<th>1K</th>
<th>2K</th>
<th>4K</th>
<th>Overall (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal event space</td>
<td>78.0</td>
<td>75.0</td>
<td>73.0</td>
<td>72.0</td>
<td>72.0</td>
<td>70.0</td>
<td>70.0</td>
<td>71.0</td>
</tr>
</tbody>
</table>

*Table 19.0 – Maximum Music Limit Level*

Example systems that may be appropriate include the following, but these would need to be researched properly at the detailed design stage of the development. It is qualified that these are example products only, and by no means constitute a recommended product, other products and manufacturers may also provide appropriate equipment:

- Cesva LRF04-F - Frequency Filter Sound Level Limiter-recorder

Should external acts or DJ’s ever perform at the proposed development they should be precluded from using their own equipment unless plugged into the main music system through the volume control measures. It is noted that any automated volume control measures should be installed and activated by appropriately experienced noise control consultants/engineers to ensure that the equipment operates effectively.

Distributed PA System – Internal Events Space

To minimise the internal sound level required to achieve a uniform and distributed noise level within the venue, a distributed and zonal PA system should be installed. This will allow the venue to have full control of the maximum noise level. This will also bring the speakers closer to the patrons and thus allow the overall noise level to be reduced, whilst retaining a feeling of loudness and an appropriate music level for events. A distributed sound system involves installing a higher quantity of speakers all emitting a lower level, this method takes advantage of the proximity of the listener to the speaker thus reducing the noise emissions of the venue. This will require further design guidance from the PA system installation company.

Noise Management Plan

The following recommendations are measures that should be implemented on the operation of the site to ensure low likelihood of impact at the NSR during internal music events.

- The operational hours should not exceed 23:30 Monday to Saturday and 21:30 on Sundays.
- All doors and windows should remain fully closed throughout periods of operation.
- All staff including should be made aware of the impact excessive noise can have on the surrounding NSRs.
• All staff should be trained in noise reductive work practices where possible.
• The in-house PA system and noise limiter should be appropriately calibrated for the type of events that may occur on site.
• All staff including that of external entertainment should be made aware of the impact excessive noise can have on the surrounding NSRs

**Mechanical Plant**

• All mechanical plant units associated with the development should not exceed the cumulative plant noise limit level of 32.0 dBA.
• Once all mechanical plant has been specified a suitability qualified person should assess all noise emissions to ensure the plant limit level can be achieved.
### Appendix A – Acoustic Terminology

<table>
<thead>
<tr>
<th><strong>Sound Pressure</strong></th>
<th>Sound, or sound pressure, is a fluctuation in air pressure over the static ambient pressure.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sound Pressure Level (Sound Level)</strong></td>
<td>The sound level is the sound pressure relative to a standard reference pressure of 20μPa (20×10⁻⁶ Pascals) on a decibel scale.</td>
</tr>
<tr>
<td><strong>Decibel (dB)</strong></td>
<td>A scale for comparing the ratios of two quantities, including sound pressure and sound power. The difference in level between two sounds s₁ and s₂ is given by 20 log₁₀ ( s₁ / s₂ ). The decibel can also be used to measure absolute quantities by specifying a reference value that fixes one point on the scale. For sound pressure, the reference value is 20μPa.</td>
</tr>
<tr>
<td><strong>A-weighting, dB(A)</strong></td>
<td>The unit of sound level, weighted according to the A-scale, which takes into account the increased sensitivity of the human ear at some frequencies.</td>
</tr>
<tr>
<td><strong>Noise Level Indices</strong></td>
<td>Noise levels usually fluctuate over time, so it is often necessary to consider an average or statistical noise level. This can be done in several ways, so a number of different noise indices have been defined, according to how the averaging or statistics are carried out.</td>
</tr>
<tr>
<td><strong>Lₑq,T</strong></td>
<td>A noise level index called the equivalent continuous noise level over the time period T. This is the level of a notional steady sound that would contain the same amount of sound energy as the actual, possibly fluctuating, sound that was recorded.</td>
</tr>
<tr>
<td><strong>Lₑₘₐₓ,T</strong></td>
<td>A noise level index defined as the maximum noise level during the period T. Lₘₐₓ is sometimes used for the assessment of occasional loud noises, which may have little effect on the overall Lₑq noise level but will still affect the noise environment. Unless described otherwise, it is measured using the 'fast' sound level meter response.</td>
</tr>
<tr>
<td><strong>L₉₀,T</strong></td>
<td>A noise level index. The noise level exceeded for 90% of the time over the period T. L₉₀ can be considered to be the &quot;average minimum&quot; noise level and is often used to describe the background noise.</td>
</tr>
<tr>
<td><strong>L₁₀,T</strong></td>
<td>A noise level index. The noise level exceeded for 10% of the time over the period T. L₁₀ can be considered to be the &quot;average maximum&quot; noise level. Generally used to describe road traffic noise.</td>
</tr>
<tr>
<td><strong>Free-Field</strong></td>
<td>Far from the presence of sound reflecting objects (except the ground), usually taken to mean at least 3.5m</td>
</tr>
<tr>
<td><strong>Facade</strong></td>
<td>At a distance of 1m in front of a large sound reflecting object such as a building façade.</td>
</tr>
<tr>
<td><strong>Fast Time Weighting</strong></td>
<td>An averaging time used in sound level meters. Defined in BS 5969.</td>
</tr>
</tbody>
</table>
In order to assist the understanding of acoustic terminology and the relative change in noise, the following background information is provided. The human ear can detect a very wide range of pressure fluctuations, which are perceived as sound. In order to express these fluctuations in a manageable way, a logarithmic scale called the decibel, or dB scale is used. The decibel scale typically ranges from 0 dB (the threshold of hearing) to over 120 dB. An indication of the range of sound levels commonly found in the environment is given in the following table.

<table>
<thead>
<tr>
<th>Sound Level</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>0dB(A)</td>
<td>Threshold of hearing</td>
</tr>
<tr>
<td>20 to 30dB(A)</td>
<td>Quiet bedroom at night</td>
</tr>
<tr>
<td>30 to 40dB(A)</td>
<td>Living room during the day</td>
</tr>
<tr>
<td>40 to 50dB(A)</td>
<td>Typical office</td>
</tr>
<tr>
<td>50 to 60dB(A)</td>
<td>Inside a car</td>
</tr>
<tr>
<td>60 to 70dB(A)</td>
<td>Typical high street</td>
</tr>
<tr>
<td>70 to 90dB(A)</td>
<td>Inside factory</td>
</tr>
<tr>
<td>100 to 110dB(A)</td>
<td>Burglar alarm at 1m away</td>
</tr>
<tr>
<td>110 to 130dB(A)</td>
<td>Jet aircraft on take off</td>
</tr>
<tr>
<td>140dB(A)</td>
<td>Threshold of Pain</td>
</tr>
</tbody>
</table>

The ear is less sensitive to some frequencies than to others. The A-weighting scale is used to approximate the frequency response of the ear. Levels weighted using this scale are commonly identified by the notation dB(A).

In accordance with logarithmic addition, combining two sources with equal noise levels would result in an increase of 3 dB(A) in the noise level from a single source. A change of 3 dB(A) is generally regarded as the smallest change in broadband continuous noise which the human ear can detect (although in certain controlled circumstances a change of 1 dB(A) is just perceptible). Therefore, a 2 dB(A) increase would not be normally be perceptible. A 10 dB(A) increase in noise represents a subjective doubling of loudness.

A noise impact on a community is deemed to occur when a new noise is introduced that is out of character with the area, or when a significant increase above the pre-existing ambient noise level occurs.

For levels of noise that vary with time, it is necessary to employ a statistical index that allows for this variation. These statistical indices are expressed as the sound level that is exceeded for a percentage of the time period of interest. In the UK, traffic noise is measured as the $L_{A10}$, the noise level exceeded for 10% of the measurement period. The $L_{A90}$ is the level exceeded for 90% of the
time and has been adopted to represent the background noise level in the absence of discrete events. An alternative way of assessing the time varying noise levels is to use the equivalent continuous sound level, $L_{\text{Aeq}}$.

This is a notional steady level that would, over a given period of time, deliver the same sound energy as the actual fluctuating sound. To put these quantities into context, where a receiver is predominantly affected by continuous flows of road traffic, a doubling or halving of the flows would result in a just perceptible change of 3 dB, while an increase of more than 25%, or a decrease of more than 20%, in traffic flows represent changes of 1 dB in traffic noise levels (assuming no alteration in the mix of traffic or flow speeds).

Note that the time constant and the period of the noise measurement should be specified. For example, BS4142:2014 specifies background noise measurement periods of 1 hour during the day and 15 minutes during the night. The noise levels are commonly symbolised as $L_{\text{A90,1hour}}$ dB and $L_{\text{A90,15mins}}$ dB. The noise measurement should be recorded using a ‘FAST’ time response equivalent to 0.125ms.
Appendix B – Legislation, Policy and Guidance

This report is to be primarily based on the following legislation, policy and guidance.

**National Planning Policy Framework (2018)**

Government policy on noise is set out in the National Planning Policy Framework (NPPF), published in 2018. This replaced all earlier guidance on noise and places an emphasis on sustainability. In section 15, Conserving and enhancing the natural and local environment, paragraph 170e, it states:

*Preventing new and existing development from contributing to, being put at unacceptable risk from, or being adversely affected by, unacceptable levels of soil, air, water or noise pollution or land instability. Development should, wherever possible, help to improve local environmental conditions such as air and water quality, taking into account relevant information such as river basin management plans;*

Paragraph 180 states:

*Planning policies and decisions should also ensure that new development is appropriate for its location taking into account the likely effects (including cumulative effects) of pollution on health, living conditions and the natural environment, as well as the potential sensitivity of the site or the wider area to impacts that could arise from the development. In doing so they should:*

a) *Mitigate and reduce to a minimum potential adverse impacts resulting from noise from new development – and avoid noise giving rise to significant adverse impacts on health and the quality of life;*

b) *Identify and protect tranquil areas which have remained relatively undisturbed by noise and are prized for their recreational and amenity value for this reason; and*

*Limit the impact of light pollution from artificial light on local amenity, intrinsically dark landscapes and nature conservation.*

**Noise Policy Statement for England**

Paragraph 123 of the NPPF also refers to advice on adverse effects of noise given in the Noise Policy Statement for England (NPSE). This document sets out a policy vision to:

*Promote good health and a good quality of life through the effective management of noise within the context of Government policy on sustainable development.*

To achieve this vision the Statement identifies the following three aims:

*Through the effective management and control of environmental, neighbour and neighbourhood noise within the context of Government policy on sustainable development:*

- *Avoid significant adverse impacts on health and quality of life;*
- *Mitigate and minimise adverse impacts on health and quality of life;*
- *Where possible, contribute to the improvement of health and quality of life.*

In achieving these aims the document introduces significance criteria as follows:

**SOAEL – Significant Observed Adverse Effect Level**
This is the level above which significant adverse effects on health and quality of life occur. It is stated that “significant adverse effects on health and quality of life should be avoided while also considering the guiding principles of sustainable development”.

**LOAEL – Lowest Observed Adverse Effect Level**

This is the level above which adverse effects on health and quality of life can be detected. It is stated that the second aim above lies somewhere between LOAEL and SOAEL and requires that: “all reasonable steps should be taken to mitigate and minimise adverse effects on health and quality of life while also considering the guiding principles of sustainable development. This does not mean that such adverse effects cannot occur.”

**NOEL – No Observed Effect Level**

This is the level below which no effect can be detected. In simple terms, below this level, there is no detectable effect on health and quality of life due to the noise. This can be related to the third aim above, which seeks: “where possible, positively to improve health and quality of life through the pro-active management of noise while also considering the guiding principles of sustainable development, recognising that there will be opportunities for such measures to be taken and that they will deliver potential benefits to society. The protection of quiet places and quiet times as well as the enhancement of the acoustic environment will assist with delivering this aim.”

The NPSE recognises that it is not possible to have a single objective noise-based measure that is mandatory and applicable to all sources of noise in all situations and provides no guidance as to how these criteria should be interpreted. It is clear, however, that there is no requirement to achieve noise levels where there are no observable adverse impacts but that reasonable and practicable steps to reduce adverse noise impacts should be taken in the context of sustainable development and ensure a balance between noise sensitive and the need for noise generating developments.

Any scheme of noise mitigation outlined in this report will, therefore, aim to abide by the above principles of the NPPF and NPSE whilst recognizing the constraints of the site.

**ProPG: Planning & Noise**

The Professional Practice Guidance on Planning and Noise (ProPG) has been produced to provide practitioners with guidance on the management of noise within the planning system in England.

Noise can have a significant effect on the environment and on the quality of life enjoyed by individuals and communities. For these reasons, noise is a material consideration in the planning process and a key aspect of sustainable development. Noise must therefore be considered and given serious attention when new developments might create additional noise and when new developments would be sensitive to the prevailing acoustic conditions.

It aims to:

- Advocate full consideration of the acoustic environment from the earliest possible stage of the development control process;
- Encourage the process of good acoustic design in and around new residential developments;
• Outline what should be taken into account in deciding planning applications for new noise-sensitive developments.
• Promote appropriate noise exposure standards; and
• Assist the delivery of sustainable development.

This document describes an acoustic design process which is multi-faceted and that seeks to deliver the best acoustic outcome for a particular site. The advice and procedures contained in the ProPG are restricted to the consideration of new residential development that will be exposed predominantly to airborne noise from existing transport sources. New housing is the most common type of new residential development, however the ProPG can also be applied to other types of residential developments such as residential institutions, care homes etc.

The document a Stage 1 Initial Site Risk Assessment, as follows:

<table>
<thead>
<tr>
<th>Noise Risk Category</th>
<th>Potential Effect if unmitigated</th>
<th>Pre-Planning Application Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – Negligible</td>
<td>No adverse effect</td>
<td>These noise levels indicate that the development site is likely to be acceptable from a noise perspective, and the application need not normally be delayed on noise grounds.</td>
</tr>
<tr>
<td>L_{Aeq, 16 hour} &lt; 50dB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L_{Aeq, 8 hour} &lt; 40dB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 - Low</td>
<td>Adverse effect on health and quality of life</td>
<td>At low noise levels, the site is likely to be acceptable from a noise perspective provided that a good acoustic design process in followed and is demonstrated in an ADS which confirms how the adverse impacts of noise will be mitigated and minimized in the finished development.</td>
</tr>
<tr>
<td>L_{Aeq, 16 hour} &lt; 50 – 60dB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L_{Aeq, 8 hour} &lt; 40 – 50dB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Medium</td>
<td>Significant adverse effect on health and quality of life</td>
<td>As noise levels increase, the site is likely to be less suitable from a noise perspective and any subsequent application may be refused unless good acoustic design process is followed and is demonstrated in an ADS which confirms how the adverse impacts of noise will be mitigated and minimize, and which clearly demonstrated that a significant adverse noise impact will be avoided I the finished development.</td>
</tr>
<tr>
<td>L_{Aeq, 16 hour} &lt; 60 – 70dB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L_{Aeq, 8 hour} &lt; 50 – 60dB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - High</td>
<td>Unacceptable adverse effect on health and quality of life</td>
<td>High noise levels indicate that there is an increased risk that development may be refused on noise grounds. The risk may be reduced by following a good acoustic design process that is demonstrated in a detailed ADS. Applicants are strongly advised to seek expert advice.</td>
</tr>
<tr>
<td>L_{Aeq, 16 hour} &gt; 70dB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L_{Aeq, 8 hour} &gt; 60dB</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**BS8233:2014 `Guidance on sound insulation and noise reduction for buildings’**

The British Standard BS 8233: 2014, Guidance on Sound insulation and noise reduction for buildings provides additional guidance on noise levels from sources without specific character in the built
environment, based on the recommendations of the World Health Organization; specifically, WHO Guidelines on Community Noise, 1999. The criteria desirable levels of steady state, “anonymous” noise in unoccupied spaces within dwellings, from sources such as road traffic, mechanical services and other continuously running plant, are tabulated below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Location</th>
<th>07:00 – 23:00</th>
<th>23:00 – 07:00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resting</td>
<td>Living Room</td>
<td>35 dB $L_{Aeq,16\text{hour}}$</td>
<td>--</td>
</tr>
<tr>
<td>Dining</td>
<td>Dining Room/Area</td>
<td>40 dB $L_{Aeq,16\text{hour}}$</td>
<td>--</td>
</tr>
<tr>
<td>Sleeping (daytime resting)</td>
<td>Bedroom</td>
<td>35 dB $L_{Aeq,16\text{hour}}$</td>
<td>30 dB $L_{Aeq,8\text{hour}}$</td>
</tr>
</tbody>
</table>

It is noted, however that where development is considered necessary or desirable, despite external noise level above WHO guidelines, the above target levels may be relaxed by up to 5 dB.

The standard also recommends that for traditional external amenity areas, such as gardens, it is desirable that external noise levels do not exceed 50 dB $L_{Aeq,T}$, and that 55 dB $L_{Aeq,T}$ would be acceptable in noisier environments. However, it is recognised that these values may not be achievable in all areas where development is desirable and in such locations, development should be designed to achieve the lowest practicable levels.

General recommendations for mitigation to enable these targets to be achieved are provided, including the use of bunds and barriers to reduce external noise and space planning and sound insulation for the control of internal noise levels.

For this assessment, the above criteria are considered to be the LOAEL as defined in the NPSE above.

**ISO 9613-2 Attenuation of sound during propagation outdoors**

The ISO 1996 series of standards specifies methods for the description of noise outdoors in community environments. Part 2 of ISO 9613 is intended to enable noise levels in the community to be predicted from sources of known sound emission. The method is general in the sense that it may be applied to a wide variety of noise sources, and cover most of the major mechanisms of attenuation.

This standard provides guidance on the outdoor propagation of sound. It is widely used to establish the different attenuations that occur during the transmission of the sound from the sources to the receivers. The total attenuation is the sum of the following: geometrical divergence, atmospheric absorption, ground effect, barriers, and miscellaneous other effects.

**BS EN 12354-4 Building Acoustics**

*Estimation of acoustic performance of buildings from the performance of elements – Transmission of indoor sound to the outside*

This European Standard describes a calculation model for the sound power level radiated by the envelope of a building due to airborne sound inside that building, primarily by means of measured sound pressure levels inside the building and measured data which characterize the sound
transmission by the relevant elements and openings in the building envelope. These sound power levels, together with those of other sound sources in or in front of the building envelope, form the basis for the calculation of the sound pressure level at a chosen distance from a building as a measure for the acoustic performance of buildings.

Appendix C - Location Plan
Appendix D – Site Plans

BRIXTON MARKET TERRACE // LOCATION
Minimum 10 meters of fixed roof
Appendix E – Environmental Sound Survey

![Environmental sound survey MP1 graph](image)

![LA90 Histogram - Night 1](image)
Appendix 1.0
Munroe K Asset Management Ltd   Project Number: 331268

The muster point for Brixton Village and the Courtyard is located on Coldharbour lane. This muster point is intended for use by Staff members of both Market Row and residents of the commercial units and the flat residents.

Since it would be impractical (and in all likely, impossible) to gather all visitors from the markets in the same place in the event of an evacuation, a dispersal policy is in place within both Brixton Village and Market Row. The security and cleaning staff will ensure the marketplace is empty by conducting a full sweep of the marketplace (common areas and retail units) without putting themselves in danger. Consideration needs to be given to vehicular movement at each location as all exits open directly to the roadside.
Fire Emergency Procedures

Client

Munroe K Asset Management Ltd

Site

Brixton Markets 1&2, Electric Avenue, Brixton, London, SW9 8JX

Assignment Type

Fire Emergency Procedures

Project Number

331268

Project reference

Date

31st July 2019

Author

Gary Hogg

MWMSOC Tech IOSH

Title

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Ark Workplace Risk Ltd

Edinburgh Office

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Fire Emergency Procedures

Assignment Type
Fire Emergency Procedures
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2nd Floor, 15 Rainhill Street, London, EC2V 5BR

Project Number 331268
Project reference
Assessment date 31st July 2019
Client Munroe K Asset Management Ltd
Site Brixton Markets 1&2, Electric Avenue, Brixton, London, SW9 8JX

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Page 2 of 34
Fire Emergency Procedures

Index

1. DISCLAIMER
2. CONFIDENTIALITY
3. SITE DETAILS
   3.1 MARKET ROW
   3.2 BRIXTON VILLAGE, FLATS AND DECK AREA
   3.3 STAFFING LEVELS

4. FIRE SAFETY ARRANGEMENTS
   4.1 MEANS OF ESCAPE
   4.2 ASSEMBLY POINTS
   4.3 INSTALLED SAFETY SYSTEMS
   4.4 SECURITY
   4.5 PERSONS AT RISK
   4.6 PROVISION OF INFORMATION

5. EVACUATION STRATEGY
   5.1 EVACUATION PHILOSOPHY
   5.2 ACTIONS BY STAFF MEMBERS
   5.3 EMERGENCY ACTION CARD SYSTEM
   5.4 ACTIONS BY RETAIL TENANTS
6. FIRE FIGHTING ARRANGEMENTS

6.1 LOCATION FIRE STATION DETAILS

6.2 ACCESS FOR APPLIANCES

6.3 WATER SUPPLIES

6.4 FIREFIGHTING ARRANGEMENTS

6.5 EMERGENCY ISOLATIONS

7. EMERGENCY PROCEDURE FLOW CHART

8. CONTACT DETAILS

9. APPENDICES

9.1 MARKET ROW DRAWINGS

9.2 BRIXTON VILLAGE DRAWINGS
Fire Emergency Procedures

1. DISCLAIMER
Ark Workplace Risk Ltd have provided this report based upon the information gained through documents sighted and provided by the client, during discussions with Client’s representatives and site visits, when applicable. Although Ark Workplace Risk Ltd’s Consultants are experienced and trained to the highest professional standards, they have no powers under any statutory order to demand entry and the production of documents or information. The advice in the report is therefore given in good faith based upon the evidence seen, the information given and the points discussed at the time of the visits. No guarantee can be given that during any subsequent visit by inspectors with statutory powers other non-compliances may not be found. Ark Workplace Risk Ltd will not accept responsibility for any loss arising from such a discovery.

Whilst every care is taken to interpret the Acts, Regulations and Approved Codes of Practice, these can only be authoritatively interpreted by Courts of Law.

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As part of a consultancy project, Ark Workplace Risk Ltd may have access to client information, which is of a confidential or sensitive nature. Such information will be treated in the strictest confidence by Ark and will not be communicated or otherwise transmitted to a third party unless expressly authorised to do so by the Client.
3. SITE DETAILS

MARKET ROW

Market Row is a covered market place which is home to more than 100 local and independent businesses. Within the market place, there are a multitude of cafés, restaurants and shops from around the world.

Market Row was constructed in 1928 and is a grade II listed building under the ‘Planning (Listed Buildings and Conservation Areas) Act 1990’. The reasons for listing the building include ‘Architectural design, Interiors and Historic Interest’. The markets were refurbished in 1996 and there have been regular late C20 alterations to the shops.

The market place occupies an infill site between the buildings on Electric Avenue (north) and Atlantic Road (East). There are three entrances to the market place which means the internal layout forms a broad T-shape.

The market place is predominantly brick and concrete construction with a precast, reinforced open arched truss roof. The truss roof has fixed, wooden louvered vents in the apex which allows for natural air movement in the market place.

Shops line both sides of the T-shaped shopping avenues and are a combination of enclosed shops while others are open units (fronted with a roller shutter door). Information provided by the on the day suggests by the Markets Operation Manager suggests approximately 40% of the units have a 1st floor plus attic and are divided by a by a concrete pilaster frame. All access to first floor areas are achieved within the units themselves, meaning there are no communal stairs within the market place.

It should also be noted that, although some of the units have shop fronts and are essentially ‘Contained’, the construction methods adopted included ‘plate glass’ and timber, often with doors wedged open during trading hours. Therefore, the area was taken as a single compartment for analysis purposes. The combined area of the shopping complex (common areas and units) has been calculated by this consultant as approximately 3093m². The Area of the common areas only were taken as approximately 882m².
The building is managed by Monroe K on behalf of Hondo Enterprises Ltd. There is an onsite security team with a Markets Operation Manager who are currently employed by ‘The Market Village Company Limited’. This team will facilitate any emergency evacuation.

**BRIXTON VILLAGE**

Brixton Village (also known as “Granville Arcade”) was constructed between 1935-1938 and is a grade II listed building under the ‘Planning (Listed Buildings and Conservation Areas) Act 1990’. The reasons for the listing include ‘Architectural design, Interiors and Historic Interest’. The markets were refurbished in 1996 and there have been regular late C20 alterations to the shops.

Brixton Village occupies a trapezoidal plot between Coldharbour Lane to the south, the railway viaducts to the north and west, and the 1904 steam laundry to the east. The twin main entrances to the south form an integral part of a four-story block of flats located above with ground-floor shops, known as Granville House.

The interior has shops on the ground floor, some enclosed with shop fronts while others are open units (fronted with roller blinds). The upper floor contains office space (which is accessed within the units themselves). Some shop fronts retain original elements but are generally much altered. The arcades have pitched glazed roofs carried on curved steel trusses. Within the apex of the roof, there are fixed wooden louvered which allows for natural air movement in the market place.

The internal layout adopts the American style grid system incorporating Avenues. First and Second Avenue run from North to South with third, fourth, fifth and sixth avenues running East to West.

Although many of the units have open fronts with no compartmentation between the units and common areas, it was not possible to establish the degree of compartmentation between the units themselves. It should also be noted that, although some of the units have shop fronts and are essentially ‘contained’, the construction methods adopted included ‘plate glass’ and timber, often with doors wedged open during trading hours. Therefore, any analysis needs to consider the
market place as a single compartment. The combined area of the shopping complex (*common areas and units*) has been calculated by this consultant as approximately 3238m².

**RESIDENTIAL FLATS**

There are six residential flats over five floors with the main entrance off the Coldharbour Lane forecourt (Granville Court). Four are 3 bedroom flats and two are single bedsit. Means of escape is via the main internal stair which leads to the main entrance/exit. A secondary means of escape is provided by a concrete rear stair that discharges between two units inside the market on First Avenue. If this exit is to be used between the hours of 3am and 6am, persons exiting into the market will trigger the intruder alarm and will be escorted out of the market by the security guard on site.

The building is managed by Monroe K on behalf of Hondo Enterprises Ltd. There are an onsite security team with a Markets Operation Manager who are currently employed by 'The Market Village Company Limited'.

**DECK AREA**

The new 1st floor decked area is to be used as a bar and seating area for a maximum of approximately 420 persons. Utilities to be provided to the bar area are water and electric. Part of the roof has a sliding mechanism to open up approx 40% of the roof. The rest of the roof is fixed.

Automatic fire detection is provided on both the upper deck area and the service yard underneath. There is a fire alarm panel located to the side of the main entrance. The fire alarm system is interlinked with the Market system. Emergency lighting is provided on both the upper and lower sections of the development.

Means of escape is provided by two steel escape stairs, one at each end of the deck area. The escape route from the far stairs directs person to the right along a road to Valentia Place. The fire assembly point is Valentia Place.
STAFF LEVELS

Staff for ‘The Market Village Company Limited’ cover both sites (Market Row and Brixton Village) while on duty. Therefore, during a fire situation, all staff will report to one location to facilitate any subsequent evacuation.

Staff Levels within the market place vary depending on time of day and in some circumstances, availability of staff members. Following consultation with the management at Brixton village, the staffing levels for writing the Fire Emergency Procedure (FEP) are taken as follows:

6am – 9am – 2 Staff members.

The market place opens at 6am to allow for incoming deliveries. During this time, there are generally no members of the public within the building (although the entrances are open so ‘through traffic’ is possible. However, any occupancy by members of the public is expected to be ‘minimal’). The 2 staff members present between 6am – 9am are porters.

9am – 6pm – 7 Staff members.

9am – 6pm is the main operating hours of the market place. Between these hours, staff members are increased to between 5 to 7. It was noted that 7 is ‘best case scenario’ but staff levels are not permitted to drop below 5. Staff include:

- Management Staff
- Security staff and market officers
- Porters and cleaners.

6pm – 12am – 4 Staff members.

Between 6pm and 12am, staff levels are reduced to 4. The market place general trading hours finish at 6pm which means the remaining staff are for security, cleaning and close down operations.
12am – 3am – 2 Staff members.

Between 12am and 3am, staff levels are reduced to 2. A cleaner and a member of security staff are present.

3am – 6am – 1 Staff member.

Between the hours of 3am and 6am, there is one security staff member on the premises. This member is located in the management office who monitors the CCTV and the fire alarm system. If a fire situation occurs, this member will liaise with the fire and rescue service.
4. FIRE SAFETY ARRANGEMENTS:

MEANS OF ESCAPE

Means of escape in the event of a fire can be defined as the ‘structural means forming an integral part of the building whereby persons can escape from fire by their own unaided efforts to either a place of ‘relative’ or ‘ultimate’ safety.

For example, if a person leaves the building at ground floor level and exits direct to open air, he/she is in considered to be in a place of ‘ultimate safety’ (i.e. place in which there is no immediate or future danger from fire or from the effects of a fire).

In both locations (Brixton Village and Market Row), there are no ‘Relative places of Safety’ within the building which means the evacuation strategy is designed to get everyone to an ‘Ultimate place of Safety’ (i.e. Outside the building).

During trading hours, all entrances to both locations are open. The travel distances within both locations have been mapped out and can be viewed in the appendices. It will be seen that the travel distances are considered ‘extended’ in some of the areas by today’s standards. Sprinklers were once installed in Brixton Village but were removed in 1996. The reason for removing is unknown but this is currently being examined further by the management team.

The diagrams on pages 11 and 12 show the location of the escapes and the associated escape routes.
Market Row:

The muster point for Market Row is located at Coldharbour lane. This muster point is intended for use by the retail residents only.

Since it would be impractical (and in all likely, impossible) to gather all visitors from the markets in the same place in the event of an evacuation, a dispersal policy in place within both Brixton Village and Market Row.

The security staff will ensure the market place is empty by conducting a full sweep of the market place (common areas and retail units) without putting themselves in danger.

Consideration needs to be given to the vehicular movement at each location as all exits open directly on to the road side.
The muster point for Brixton Village is located at Granville court. This muster point is intended for use by Staff members of both Market row and residents of the commercial units and also the flat residents.

Since it would be impractical (and in all likely, impossible) to gather all visitors from the markets in the same place in the event of an evacuation, a dispersal policy in place within both Brixton Village and Market Row.

The security staff will ensure the market place is empty by conducting a full sweep of the market place (common areas and retail units) without putting themselves in danger.

Consideration also needs to be given to the residential accommodation in Granville court. It is likely that in the event of an incident, these flats may need to be evacuated (regardless if they operated a stay put or simultaneous evacuation policy).

This muster point is enclosed within a fenced area, however:

Consideration needs to be given to the vehicular movement at each location since Atlantic road opens on to the main road.
Fire Emergency Procedures

Deck Area

Fire escape stairs leading to Valentia Place

Fire escape stairs leading to market
INSTALLED FIRE SAFETY SYSTEMS

Market Row:

Fire Alarm and Detection System

Throughout the common areas of the building, automatic fire detection (smoke detectors) are fitted within the apex of the roof. The maximum distance between smoke detectors in these common areas appeared to be no more than 12m at the furthest point. Sounders are accompanied with visual beacons providing good means of warning in the event of a fire.

Manual Call points are in specific locations accompanied by emergency action notices. The fire alarm is only a local alarm (*not externally monitored*) however security personnel are onsite throughout the night who monitor the panel.

There is currently no automatic fire detection within any of the commercial units. This is subject to change in the future.

Emergency Lighting

Emergency lighting is of an excellent standard throughout, provided by ‘floodlight’ style boxes (*approximately 18m apart*) mounted on the walls with additional non-maintained emergency lighting under any of the concrete archways.

Smoke Control

There is no smoke control system within Brixton Village. While there are some fixed open, louvered vents in the apex of the roof, these vents are for natural exchange of air movement only and would not act as a sufficient smoke control system in the event of a fire.

Fire Extinguishers

Fire extinguisher are provided in set locations throughout Market Row.
Fire Emergency Procedures

Brixton Village:

Fire Alarm and Detection System

Smoke detectors are installed throughout the common areas of Brixton village. The maximum distance between smoke detectors in these common areas appeared to be no more than 12m at the furthest point. However, there were some instances where the detectors were fixed to the Steel Structures which hang approximately between 0.75m and 1m from the roof. Moving these detectors may be subject to change in the future.

The fire alarm is only a local alarm (not externally monitored) however security personnel are onsite throughout the night who monitor the panel.

There is currently no automatic fire detection within any of the commercial units. This is subject to change in the future.

Emergency Lighting

Emergency lighting is of an excellent standard throughout, provided by ‘floodlight’ style boxes (approximately 18m apart) mounted on the walls with additional non-maintained emergency lighting under any of the concrete archways.

Smoke Control

There is no smoke control system within Brixton Village. While there are some fixed open, louvered vents in the apex of the roof, these vents are for natural exchange of air movement only and would not act as a sufficient smoke control system in the event of a fire.

Fire Extinguishers

Fire extinguisher are provided in set locations within Brixton Village and every unit should have a fire extinguisher.
Security

Security for both locations are of a good standard. Security provisions include:

- Shutters on all entrances at night preventing access in to the shopping complexes
- CCTV is installed throughout, feeding back to the monitors in the management offices
- Security personnel are onsite throughout the night who conduct patrols

Persons at Risk

There are no specific persons at risk who are based on site full time however, since the facility is a shopping centre and open to members of the public, all groups of persons could be present. This could include:

- Disabled or less-abled bodied
- Young Persons

Due to the simplistic layout of the shopping centre and the fact the centre is predominantly ground floor only, the actions conducted by the responding security staff should be sufficient to ensure all persons have evacuated the area without the need for specific, additional actions for members of these groups.

Provision of Information

Retail tenants:

Emergency Action Notices have been provided around the centre, predominantly at the entrances. These notices contain the actions to take in the event of a fire and contain the location of the assigned muster point. This information should be reinforced by way of information provided to residents upon their initial tenancy.
 Visitors:

Emergency Action Notices have been provided around the centre, predominantly at the entrances. These notices contain the actions to take in the event of a fire and contain the location of the assigned muster point. Since a dispersal policy is in operation for visitors, it is unlikely they will read the emergency action notices, exiting at the nearest exit and then either congregating at that exit or disperse.

 Flat Residents:

Emergency Action Notices have been provided in the stairwells and at exits. These notices contain the actions to take in the event of a fire and contain the location of the assigned muster point.

 Responding Fire Service:

The site incident controller is to liaise with the responding fire service and provide any additional information required. A grab bag should be available for the site incident controller with supporting documents for the responding fire service personnel. (Supporting documents are to include A3 plans of both locations which support the Officer in Charge to deploy resources and conduct search and rescue).
5. **EVACUATION STRATEGY**

**EVACUATION PHILOSOPHY**

The markets operate a ‘**simultaneous evacuation**’ strategy for its occupants. Upon operation of the fire alarm, all occupants (*including visitors and retail tenants*) are expected to exit the buildings immediately by using the nearest exit.

**Dispersal procedure for members of the public:**

Since it would be impractical (*and in all likely, impossible*) to direct all visitors from the markets in the same place in the event of an evacuation, a dispersal policy in place within both Brixton Village and Market Row. *This is based upon:*

- It is not possible to know the exact numbers of people present in the centre at the time of the fire
- Previous experience dictates that many people will likely leave the area anyway rather than attend a muster point as directed (*as the market staff have no authority of visitors outside of the markets*)
- Therefore, any attempt at a ‘roll call’ adds no value for visitors and would consume vital manpower

Therefore, a dispersal policy is in operation for visitors.

**Evacuation procedure for retail tenants:**

The evacuation procedure for retail tenants is to attend the predefined muster points and report to the member of security. This allows them to provide the security with vital information, such as information about the fire, information about people left in the units and any other information which should be provided to the fire service.
 ACTIONS BY STAFF MEMBERS

Staff members for ‘The Market Village Company Limited’ are responsible for facilitating an emergency evacuation. However, due to the available numbers of staff and due to the amount of exits in the facility, all actions need to be carefully co-ordinated to ensure that:

- All occupants within the centre respond to the fire alarm and are encouraged to evacuate the building using the nearest exit in a timely manner
- All entrances and exits are manned to ensure people are prevented from entering the market place without preventing the exits being used for escape
- All retail units are ’swept’ to ensure all persons have evacuated the area
- All peripheral areas (such as the rear yard, the upper floors etc) are swept to ensure full evacuation of the site
- The fire alarm panel requires manning to ensure information about the evacuation is passed back
- A team member is assigned to co-ordinate all of the above and liaise with the responding fire service

One of the main challenges with achieving the above is the staffing numbers and the likelihood they will change. At peak times when 5 to 7 staff members are available; the above actions will be easy to achieve. However, outside of these times, limited staff numbers may cause a problem in that all roles may not be achieved.

As a direct result of the fluctuating staff numbers, assigning specific roles to each staff member needs to be co-ordinated carefully to ensure whatever staff are available, they are used efficiently filling the most important roles first.
Therefore, to ensure the most efficient use of staff members, it is proposed an Emergency Action Card System is adopted.

**ACTION CARD SYSTEM**

The idea behind the action card system is simple. In the event of an emergency, all staff members immediately report to the management office where they will be given an 'emergency action card'. This card will set out:

- The **location** they are to man
- The **equipment** they will need
- The **tasks** they are to conduct at this location

**See Appendix A for an example card system.**

Using this system, it will ensure that the limited staff numbers are utilised effectively, assigning the most important roles first. For example, if there are 8 cards but only 4 staff members on duty at the time of activation, roles 1-4 will be prioritised with the most important tasks first.

This will ensure there is no mistake made when assigning roles by the site incident controller (SIC) and that the available man power is used efficiently.

**Assigning Cards:**

It has been decided that upon the start of shift, crew members will attend the office, pick up a radio and card. This card will be their role for the day. If the event of an incident, the members should be able to implement their role immediately.
Actions by Staff:
Market Row

- **Marshal 1:** Meme the entrance at Eastfield Lane and prevents people from entering the facility.
- **Marshal 2:** Meme the entrance at Clapham Lane and prevents people from entering the facility.
- **Marshal 3:** Meme the entrance at Atlantic Road and prevents people from entering the facility.

**Marshal 4:** Conducts the sweeping on the ground floor. The sweeping of the premises is essential for the safety of all occupants and those personnel on site.

**Marshal 5:** Positions himself in the Centre [As long as it is safe to do so] and reminds people to keep by the nearest exit. This is to prevent anyone who has entered to continue to move their way through.

**Marshal 6:** Is to join the sweeping of the units. It is advised that they enter from different exits of the unit to minimize search times.

**Marshal 7:** Is to join the sweeping of the units. It is advised that they enter from different exits of the unit to minimize search times.
Actions by Staff:
Brixton Village

Marshal 4: Mans the entrance at Electric Lane and prevents people from entering the facility.

Marshal 5: Sweeps the units

Marshal 6: Sweeps the units

Marshal 3: Mans the Atlantic Road entrances and prevents people from accessing the facility.

Marshal 2: Mans the entrance at Electric Lane and prevents people from entering the facility.

If Marshal 7 are available:

Marshal 7: Is to join the sweeping of the units. It is advised that they start from different ends of the unit to minimize search times.

Marshal 5 conducts the sweeping on the tenanted areas. This should be a Rapid and Methodical sweep of the area, encouraging all tenants and their customers to leave.

Marshal 6 conducts a check of the rear yard and then begins to sweep the tenanted areas. This should be a Rapid and Methodical sweep of the area, encouraging all tenants and their customers to leave.
## ROLES FOR MARSHALS:

### Market Row:

<table>
<thead>
<tr>
<th>Marshal Number</th>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Man Entrance 1 (Electrical Lane)</td>
<td>Man the entrance at <strong>Electric lane</strong>. Prevent people from entering the building and ensue people making escape move away from the building. Ensure you remain in contact with the Site Incident Controller and at all times and if the fire brigade attend your entrance, direct them round to the entrance dictated by the site incident controller.</td>
</tr>
<tr>
<td>2</td>
<td>Man Entrance 2 (Coldharbour Lane)</td>
<td>Man the entrance at <strong>Cold Harbour Lane</strong>. Prevent people from entering the building and ensue people making escape move away from the building. Ensure you remain in contact with the Site Incident Controller and at all times and if the fire brigade attend your entrance, direct them round to the entrance dictated by the site incident controller.</td>
</tr>
<tr>
<td>3</td>
<td>Man Entrance 3 (Atlantic Road)</td>
<td>Man the entrance at <strong>Atlantic Road</strong>. Prevent people from entering the building and ensue people making escape move away from the building. Ensure you remain in contact with the Site Incident Controller and at all times and if the fire brigade attend your entrance, direct them round to the entrance dictated by the site incident controller.</td>
</tr>
<tr>
<td>4</td>
<td>Sweep the Units</td>
<td>Conduct a rapid, methodical sweep of the units. Encourage people to leave at the nearest exits. Never put yourself in danger.</td>
</tr>
<tr>
<td>5</td>
<td>Position in centre to encourage people to leave (and prevent people continuing through)</td>
<td>If it is safe to do so, position yourself at the centre junction to encourage people to leave. This is to encourage people to use the nearest exit and deter them from travelling through or entering units, continuing shopping. If the incident is a confirmed fire and signs of fire are evident, leave the area, encouraging people to leave as you go.</td>
</tr>
</tbody>
</table>

If available:

| 6              | Sweep the Units                | Conduct a rapid, methodical sweep of the units. Encourage people to leave at the nearest exits. Never put yourself in danger.           |
| 7              | Sweep the Units                | Conduct a rapid, methodical sweep of the units. Encourage people to leave at the nearest exits. Never put yourself in danger.           |
### ROLES FOR MARSHALS:

**Brixton Village:**

<table>
<thead>
<tr>
<th>Marshal Number</th>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Man Entrance 1</strong> <em>(Coldharbour Lane 1)</em></td>
<td>Man the entrance at <strong>Cold Harbour Lane 1</strong>. Prevent people from entering the building and ensure people making escape move away from the building. Ensure you remain in contact with the Site Incident Controller and at all times and if the fire brigade attend your entrance, direct them round to the entrance dictated by the site incident controller.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Man Entrance 2</strong> <em>(Coldharbour Lane 2)</em></td>
<td>Man the entrance at <strong>Cold Harbour Lane 2</strong>. Prevent people from entering the building and ensure people making escape move away from the building. Ensure you remain in contact with the Site Incident Controller and at all times and if the fire brigade attend your entrance, direct them round to the entrance dictated by the site incident controller.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Man Entrance 3</strong> <em>(Atlantic Road)</em></td>
<td>Man the entrance at <strong>Atlantic Road</strong>. Prevent people from entering the building and ensure people making escape move away from the building. Ensure you remain in contact with the Site Incident Controller and at all times and if the fire brigade attend your entrance, direct them round to the entrance dictated by the site incident controller.</td>
</tr>
<tr>
<td>4</td>
<td><strong>Man Entrance 4</strong> <em>(Pope's Road)</em></td>
<td>Man the entrance at <strong>Atlantic Road</strong>. Prevent people from entering the building and ensure people making escape move away from the building. Ensure you remain in contact with the Site Incident Controller and at all times and if the fire brigade attend your entrance, direct them round to the entrance dictated by the site incident controller.</td>
</tr>
<tr>
<td>5</td>
<td><strong>Sweep the Units</strong></td>
<td>Conduct a rapid, methodical sweep of the units. Encourage people to leave at the nearest exits. Never put yourself in danger.</td>
</tr>
<tr>
<td>6</td>
<td><strong>Sweep the Units</strong></td>
<td>Conduct a rapid, methodical sweep of the units of the rear yard and then continue with the units. Encourage people to leave at the nearest exits. Never put yourself in danger.</td>
</tr>
<tr>
<td>7</td>
<td><strong>Sweep the Units</strong></td>
<td>Conduct a rapid, methodical sweep of the units. Encourage people to leave at the nearest exits. Never put yourself in danger.</td>
</tr>
</tbody>
</table>

**If available:**
CONDUCTING THE EVACUATION:

GENERAL NOTES:

- When conducting your searching, NEVER PUT YOURSELF IN DANGER
- If it is not possible to search all the units due to fire, make a note of the areas you didn’t search and then report back to the Site Incident Controller / Responding fire service

CONFRONTATION / REFUSAL TO LEAVE:

All tenants and visitors should be encouraged to leave as quickly as possible using the nearest exit. If a visit or tenant refusals to leave, quickly explain the reason why they need to leave and then encourage them again to leave. If they out right refuse and even show signs of confrontation, leave them and move on. Make a note of these individual so that:

a. The fire service can be informed of people who refused to leave and may still be in the building, and;
b. The Market Row management can address these individuals (if tenants) after the event

It is strongly advised that the market row management create management procedures for addressing these individuals after the event.
6. **FIRE FIGHTING ARRANGEMENTS**

**LOCAL FIRE STATION DETAILS**

<table>
<thead>
<tr>
<th>Local Fire Service</th>
<th>London Fire Brigade (LFB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Fire Station</td>
<td>Clapham (H21) Fire Station</td>
</tr>
<tr>
<td>Address</td>
<td>29 Old Town, London SW4 0JT</td>
</tr>
<tr>
<td>Telephone Number</td>
<td>020 8555 1200</td>
</tr>
<tr>
<td>Distance from property</td>
<td>Approximately 1.5 miles away</td>
</tr>
</tbody>
</table>

**ACCESS FOR APPLIANCES**

The main problem for approaching fire appliances will be the volume of people exiting the buildings. Since both markets are surrounded by a good provision of access roads, under normal circumstances, getting fire appliances to within 18m of the main entrances would not be a problem. However, at peak times with a high volume of people exiting the market place and potentially spilling on to the roads, access for fire appliances may be temporarily impacted. In contrast to this, the closest station is only 1.5 miles away so the overall turnout time should be quite quick.

Pages 19 and 20 show diagrams for internal firefighting. As can be seen from the diagrams, providing the responding fire appliances utilise the most proficient access point, internals areas should be able to be reached within:

**Market Row:** X3 Hose lengths *(based upon 25m per length of hose).*

**Brixton Village:** X4 Hose lengths *(based upon 25m per length of hose).*

*These distances are based upon ‘worst case’ scenario with the fire being at the most isolated points, between entrances. Brixton Village also accounts for the first floors and associated access.*

**IT IS VITAL THAT CARS ARE PREVENTED FROM PARKING DIRECTLY IN FRONT OF THE ACCESS POINTS TO THE MARKETS. THIS IS TO ENSURE FIRE APPLIANCES CAN GET AS CLOSE AS POSSIBLE TO THE ENTRANCE IN THE EVENT OF FIRE.**
Market Row – Fire Fighting Access:

As can be seen from the diagram [left], there are no internal firefighting mains. Therefore, any firefighting will need to be conducted with equipment deployed outside and brought in.

Ground Floor:

As can be seen from the diagram, full coverage can be achieved with X3 lengths of 45mm hose. (Based upon 25m per length).

This is considered ‘worst case’ with the fire being at the furthest point.

[Dimensions taken from a scaled CAD drawing].
Brixton Village – Fire Fighting Access:

As can be seen from the diagram [left], there are no internal firefighting mains. Therefore, any firefighting will need to be conducted with equipment deployed outside and brought in.

**Ground Floor:**

As can be seen from the diagram, many of the locations will require X3 lengths of 45mm hose. (Based upon 25m per length)

**First Floor:**

Locations A, B and C will likely require an additional length to account for travelling upstairs.

In these locations, **approximate** hose lengths will be:

- **A and B:** 78m require X4 lengths of 45mm hose. (based upon 25m per length)
- **C:** 71m require X3 lengths of 45mm hose. (based upon 25m per length). In practical terms, X4 lengths should be used to ensure sufficient hose)

This is considered ‘worst case’ with the fire being at the furthest point.

[Dimensions taken from a scaled CAD drawing].
7. EMERGENCY PROCEDURE FLOW CHART

Activation of Fire Alarm

All Security Staff members confirm which Card to use (Market Row or Brixton Village). They then follow the instruction on the responding card. – Begin evacuation.

While conducting the sweep, if a fire is confirmed, report this back to Site Incident Controller. Confirmed Fire?

Yes?
Call the Fire Brigade on 999

Continue with Evacuation procedures. Do not allow people to re-enter the building.

Upon arrival of the fire service, provide all required information.

Once the fire is out, working with the fire brigade and senior management, confirm if the centre is safe for occupancy.

False Alarm.
Once the source of the false alarm has been confirmed Reset Alarm

Allow occupants to re-enter the centre.

Ensure the false alarm is suitably recorded in the fire log book. Ensure an incident report is produced and sent to the centre manager.
## 8. CONTACT DETAILS

### Stage 1:
In Normal circumstances, the duty manager shall be the first point of contact.

<table>
<thead>
<tr>
<th>Main Contact</th>
<th>Role</th>
<th>Contact Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIANA NEBAGEREKA</td>
<td>GENERAL MANAGER</td>
<td></td>
</tr>
</tbody>
</table>

### Stage 2:
In Normal circumstances, the duty manager shall be responsible for contacting the

<table>
<thead>
<tr>
<th>Main Contact</th>
<th>Role</th>
<th>Contact Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROGER FULFORD</td>
<td>DIRECTOR, MONROE K</td>
<td></td>
</tr>
</tbody>
</table>

### Stage 3 (Optional):
Additional advice on Emergency Procedures can be obtained from Ark Workplace Risk.

<table>
<thead>
<tr>
<th>Main Contact</th>
<th>Role</th>
<th>Contact Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARK WORKPLACE RISK LTD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DAVID HILLS</td>
<td>DIRECTOR</td>
<td></td>
</tr>
</tbody>
</table>

### Stage 4 (Conditional):
For all major issues that will involve the press, the duty manager or managing agent’s representative shall contact HOUSE PR

<table>
<thead>
<tr>
<th>Main Contact</th>
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</thead>
<tbody>
<tr>
<td>FIONA GILGRIST</td>
</tr>
</tbody>
</table>
APPENDICES

APPENDIX A

Example Front:

Example Back:

Market Row
Emergency Action Card

Location
Market Row
Entrance 1
(Electric Lane)

Equipment
High Visibility Vest
Radio

Task
1. Respond to Electric lane and close the tape barriers.
2. Prevent any further visitors from entering the property
3. Encourage people to exit as quickly as possible and move away from the exit.
4. Monitor the fire alarm and radio back and significant information.
5. If the fire service turn up at your location, direct them to the entrance indicated by the SIG.

Above is an example ‘Emergency Action Card’ which staff Members can carry. The card shows:

- The **location** they are to attend
- The **equipment** they require
- The **Task** they need to do.

Staff will need one card for Brixton Village and One Card for Market Row. This can however be the same card.
SITE PACK & ASSIGNMENT INSTRUCTIONS

SITE ADDRESS
MARKET ROW & BRIXTON VILLAGE
11 FIRST FLOOR
COLDHARBOUR LANE
LONDON
SE9 8LB

Client: MARKET ROW & BRIXTON MARKET
Name/Title: DIANA NABAGEREKA
Signature……………………………………Date………………………………………………

Security Company: LONDON SECURITY SERVICES (UK) LTD
Name/Title: MR. ANTHONY EKEOCHA (DIRECTOR OF OPERATIONS)
Signature. ……………………………………Date…………………………………………..

Start date: MAY 2020

Review Date (12 Months after start date)

AMENDMENT REGISTER

<table>
<thead>
<tr>
<th>Section Page</th>
<th>Amendment</th>
<th>Client Signature</th>
<th>Security Co. Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>
LSS QUALITY POLICY

“TO ACHIEVE CUSTOMER SATISFACTION AND MEET REQUIREMENTS THROUGH CONTINUOUS IMPROVEMENTS OF THE QUALITY MANAGEMENT SYSTEM”

MISSION STATEMENT

“IT’S OUR MISSION TO PROVIDE YOU WITH THE PEACE OF MIND KNOWING YOU’RE IN SAFE HANDS WITH US”
Index

Section One - Key Personnel and Emergency Contacts
Section Two - Clients Details and Nature of Business
Section Three - Premises and Risk Assessment
Section Four - Duties/Hours
Section Five - Exclusion Zones
Section Six - General Instructions
Section Seven - Emergencies
Section Eight - Assignment Instructions
Section Nine - Standing Orders
 SECTION ONE

1.1 Key personnel and Emergency Contacts

Key Client Personnel:

Name: Diana Nabagereka

Contact number: [redacted]

Emergency Contacts (in priority order)

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Telephone Number</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) London Security Services (UK) Limited</td>
<td>[redacted]</td>
<td>(24 Hours)</td>
</tr>
<tr>
<td>2) Mr Anthony Ekeocha</td>
<td>[redacted]</td>
<td></td>
</tr>
<tr>
<td>3) Miss Daisy-Louise Hunt</td>
<td>[redacted]</td>
<td>(9am-5pm Mon-Fri))</td>
</tr>
</tbody>
</table>

Emergency Services

1) Police                          999
2) Fire Brigade                    999
3) Medical services & Ambulance    999 or 111
SECTION TWO

2.1 Client Details and Nature of Business

Client:  Market Row & Brixton Village Market

Address: 11 First Floor, Market row, Coldharbour Lane, London. SW9 8LB

Contact: Diana Nabagereka

Contact Phone Number: [Redacted]

Contact Fax:

Nature of Business: Public Market
SECTION THREE

3.1 Premises and Risk Assessment

Safeguarding the entire market area

PLEASE SEE THE NEXT PAGE
WORKPLACE RISK ASSESSMENT

<table>
<thead>
<tr>
<th>Client</th>
<th>Location</th>
<th>Reference Number</th>
<th>Assessment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRIXTON MARKET</td>
<td>LONDON</td>
<td>7846</td>
<td>May 2020</td>
</tr>
</tbody>
</table>

**Brief Description of Site**

Brixton Market is a multi-tenanted public market situated in Brixton. There are various traders selling goods and services from a whole range of different countries. Analysis show there are more than 100 traders occupying individual units. The market is just 3 minute’s walk from Brixton train station. The market is divided into the Market Row and Brixton Village. The Brixton Village is bigger than the Market Row in both size and number of traders operating from there. The Market Row has 3 main entrances and exits whereas the Brixton Village has 4 entrances and exit doors. The Market exit doors lead to Pope Lane, Coldharbour Lane and Road B223. The Market row leads to Electric Lane, Road B223 and Coldharbour Lane.

**PERSONS AT RISK**

<table>
<thead>
<tr>
<th>Operator/Employee</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Employees</td>
<td>X</td>
</tr>
<tr>
<td>Contractors</td>
<td>X</td>
</tr>
<tr>
<td>Visitors</td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

**HAZARD | RISK | RISK RATING | CONTROL MEASURES | RESIDUAL RISK | RECOMMENDATIONS & ACTIONS | COMPLETION DATE (Action By)**

<table>
<thead>
<tr>
<th>Likelyhood</th>
<th>Severity</th>
<th>Level of Risk</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Likelyhood</th>
<th>Severity</th>
<th>Level of Risk</th>
</tr>
</thead>
</table>

LSS (OP) 005 - VERSION 1
Issue date: 28/11/2014

Approved By: Vivien Ekeocha – Director
Page 7 of 46
<table>
<thead>
<tr>
<th>HAZARD</th>
<th>RISK</th>
<th>RISK RATING</th>
<th>CONTROL MEASURES</th>
<th>RESIDUAL RISK</th>
<th>RECOMMENDATIONS &amp; ACTIONS</th>
<th>COMPLETION DATE (Action By)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assault causing bodily harm, Personal Attack, Location Robbery, Verbal Abuse, Persons causing self harm or suicide.</td>
<td>Potential fatality</td>
<td>3</td>
<td>All staff trained in conflict management.</td>
<td>2</td>
<td>All staff frequently questioned by LSS Management regarding the procedures to be carried out in an emergency and the contents of the Assignment Instructions (A/I’s) &amp; the Workplace Risk Assessment (WRA) and the Clients onsite Procedures. There is CCTV coverage in the building.</td>
<td>On-going including refresher training</td>
</tr>
<tr>
<td></td>
<td>Sprains</td>
<td>3</td>
<td>Police and Client Staff available to assist.</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Major Fractures</td>
<td></td>
<td>Secure area provided.</td>
<td></td>
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<tr>
<td></td>
<td>Broken Bones</td>
<td></td>
<td>Officers to avoid confrontation using non-confrontational skills/training.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Unconsciousness</td>
<td></td>
<td>Issued Real Time Mobile Phone programmed to act as an emergency lone worker alert system.</td>
<td></td>
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</tr>
<tr>
<td>Act of Terrorism or Location Emergency</td>
<td>Potential Fatality</td>
<td>4</td>
<td>LSS Staff to be trained on site.</td>
<td>3</td>
<td>All staff frequently questioned by LSS Management regarding the procedures to be carried out in an emergency and the contents of the Assignment Instructions (A/I’s) &amp; the Workplace Risk Assessment (WRA) and the clients Operational onsite Procedures.</td>
<td>SIA Trained – Threat Levels updated as appropriate / Refresher Training Provided on an ongoing basis.</td>
</tr>
<tr>
<td></td>
<td>Broken Bones</td>
<td></td>
<td>All LSS Staff onsite posts, supplied with an Emergency Operational Procedure, which is to be followed in accordance with the Clients Operators instructions</td>
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<tr>
<td></td>
<td>Trapping</td>
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<td></td>
<td>Crushing</td>
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<tr>
<td>HAZARD</td>
<td>RISK</td>
<td>RISK RATING</td>
<td>CONTROL MEASURES</td>
<td>RESIDUAL RISK</td>
<td>RECOMMENDATIONS &amp; ACTIONS</td>
<td>COMPLETION DATE (Action By)</td>
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<td></td>
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<td>Likelihood</td>
<td>Severity</td>
<td>Level of Risk</td>
<td>Likelihood</td>
<td>Severity</td>
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<tr>
<td>Slips, trips or falls.</td>
<td>Cuts / Bruises</td>
<td>3</td>
<td>2</td>
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<td>Slips, trips or falls.</td>
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<td>Slips, trips or falls.</td>
<td>Broken Bones</td>
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<tr>
<td>Litter Picking &amp; Checks of waste disposal trolleys etc.</td>
<td>Cuts</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Litter Picking &amp; Checks of waste disposal trolleys etc.</td>
<td>Infection</td>
<td></td>
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<tr>
<td>Fire</td>
<td>Potential Fatality</td>
<td>3</td>
<td>3</td>
<td>M</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Fire</td>
<td>Burns</td>
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<td>Fire</td>
<td>Smoke Inhalation</td>
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<td>HAZARD</td>
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<td>Likelihood</td>
<td>All LSS guards to be advised not to touch any electrical equipment</td>
<td></td>
<td>All staff frequently questioned by LSS Management regarding the procedures to be carried out in an emergency and the contents of the Assignment Instructions (A/I's) &amp; the Workplace Risk Assessment (WRA) and the clients Operational Site Procedures</td>
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<td></td>
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<td>Severity</td>
<td>All LSS staff to follow client Site Emergency Plan and must read the Assignment Instructions on LSS procedures.</td>
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<td>Level of Risk</td>
<td>All guards must have a site induction and follow the safe walking routes.</td>
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<td></td>
<td>Items not to be stored on walkways, stairs etc. Adequate lighting provided</td>
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<td></td>
<td></td>
<td>Likelihood</td>
<td>All staff frequently questioned by LSS Management regarding the procedures to be carried out in an emergency and the contents of the Assignment Instructions (A/I's) &amp; the Workplace Risk Assessment (WRA) and the clients Operational Site Procedures</td>
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<td>Level of Risk</td>
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<td>Patroils</td>
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<td>Work Related Stress</td>
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<td>Visual Display Units</td>
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<tr>
<td>Work Related Stress</td>
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</tbody>
</table>

- Potential Fatality
- Muscular Strain
- Tiredness
- Lack of concentration
<table>
<thead>
<tr>
<th>HAZARD</th>
<th>RISK</th>
<th>RISK RATING</th>
<th>CONTROL MEASURES</th>
<th>RESIDUAL RISK</th>
<th>RECOMMENDATIONS &amp; ACTIONS</th>
<th>COMPLETION DATE (Action By)</th>
</tr>
</thead>
</table>
|                               |                             | Likelihood  | Severity          | Level of Risk | Likelihood  | Severity  | Level of Risk | All LSS staff must ensure they take their break in conjunction with the Assignment Instructions.  
|                               |                             | 2           | 1                 | L             | 1           | 1         | L             | All staff frequently questioned by LSS Management regarding the importance of taking adequate rest and advice to follow the Assignment Instruction.  
| Long Working Hours            | • Muscular Strain.          |             |                   |               |             |           |               | On-going |
|                               | • Tiredness.                |             |                   |               |             |           |               |                     |
|                               | • Lack of concentration.    |             |                   |               |             |           |               |                     |
|                               | • Injury                    |             |                   |               |             |           |               |                     |

**SCALE:**  
Risk Rating Scale: <1 to 4> Assessed on point scale from less likelihood to severity  
Level of Risk Scale: < L= Low, M= Medium, H= High >  

**RISK ASSESSMENT APPROVAL**  
Signed (Assessor): Full Name: Date:  
Client Representative:  
Signed (Client) Representative: Full Name: Date:
The Role and Importance of the Security Officer

The importance of the Security Officer has increased in recent years. Companies have become much more cost conscious and therefore more aware of their requirements to prevent losses/wastage while at the same time Police resources have become over stretched to the extent where they are no longer able to adequately protect an individual or Company’s property.

Companies realise this and employ Security Officers in order to prevent and detect losses by theft, prevent water damage, fire damage and vandalism, prevent wastage- and control assess/visitors.

The Security Officer therefore becomes an integral part of the management of a site-he is in a position of both authority and responsibility, although that authority must never be abused.

The days of the night watchman are now gone – Security Officers are people who must know and understand their responsibilities and must diligently apply their senses of sight, hearing and suspicion in order to ensure that property and people are adequately protected.

(a) Assistance to Police

In a modern society crime is on the increase and social disorder is now commonplace. Police resources are stretched to the limits and no Police Force can afford the time to properly patrol and inspect the property of individuals or companies. In addition, except for very serious cases, internal theft within a Company is very often not regarded as a Police matter and is left with management to sort out. Security Officers therefore assist the Police by the prevention of crime and occasionally by the detection of offenders.

(b) Assistance to Management

This is the most important area. Management is responsible for securing and protecting its own premises and this responsibility is delegated to the Security Officer. A serious fire could completely finish a Company – a serious theft could be almost as devastating. Serious internal pilferage can not only eat away a Company’s profits but can make it less competitive in the market, can cause last deliveries and loss of orders. In an environment where wastage must be minimised, the Security Officer can be of great assistance to Management in ensuring that the premises are secure and that lights, heaters, etc. are switched off outside working hours.

Standard Operating Procedures for Security Staff

All security staffs are to ensure that for all duties, a high standard of dress and appearance are maintained at all times. A polite and courteous approach is given to all clients, customers, staff, visitors and contractors at all times.

Booking On / Off Duty

All security staff will book on (Only when physically present on site) and off duty with Control. Failure to book on and off may affect your pay.

Log Book

At the start of your duty you will clearly log that you have booked on duty by printing your name, date and time. You are to complete a handover recording on the log that you have checked all clients and company equipment, recording in the log any faults, damage or missing items. You are to record in the Log all incidents, patrols and check calls.
Incident Reporting
You are to report to Control all incidents then followed by writing an Incident Report. On calling Control to report an incident you are to request the Contrail Log Number recording this number in your log.

Check Calls
Hourly check calls will be made. It is very important for your Health and Safety. Missed check calls will be investigated and action taken.

Customer Equipment
Customer equipment including telephones, computer systems, and Internet and e-mail availability will not be made use of without prior permission from the client; any such usage will be deducted from your pay and reimbursed to the client.

Keys
At the start of your duty you will check all keys and make a log of missing or damaged keys in the log. Keys will only be authorised to persons as allocated by the client.

Access / Control
You are not to invite on to your designated assignment any friends, family, or unauthorised persons.

Duty Roster
You are required to comply with your duty roster or such duties confirmed by LSS Controller Supervisor. Should you be unable to adhere to your duties in cases of sickness or accident you are required to give at least 12 hours’ notice.

Health and Safety
You are to be fully conversant with the Assignment Instructions for the client’s premises ensuring that you are conversant with all emergency procedures and alarm system.

Assignment Instructions
You are to read and be fully conversant with the assignment instructions for the client’s premises, understanding emergency procedures and alarm systems. A form is at the end of the Assignment Instructions for the Security Officer to sign to agree to this.
SECTION FOUR

4.1 Duties

1. On arrival in the site, book on with the duty controller (To speak with Controller) or (To use automated telephone system) to book on/off or kindly follow the steps below:

   **User Instruction: (Control-Link System)**
   
   Dial ______ and wait until END of answering announcement.
   
   Dial your ‘Site Identification Number’ (SIN) ______ into the telephone keypad.
   
   Dial your ‘Personal Identification Number’ (PIN) ______ into the telephone keypad
   
   End Call.

   **Note:** If you fail to make your required call you will receive either a call from the system requesting that you enter your SIN & PIN or from the Duty Controller. All calls missed are recorded and reported to us promptly for immediate action.

---

**GUARD ASSIGNMENT INSTRUCTIONS FOR FLOREAT ESTATE.**

This A.I is subject to change if necessary. Any shift swap MUST be notified to London Security Services.

Guards MUST strictly adhere to the following new rules:

i- **Step 1:** On arrival, shortly before 18:00 GMT, guards should book on with LSS control Room.

ii- The guards should wear full LSS uniforms and a hi viz to be visible at all times.

iii- Guards are to patrol the premises especially the ones using LSS mobile patrol device to clock various points for record keeping.

iv- Guards must desist from watching or listening to any media whilst on duty.

v- The Market Officer in charge must be notified of any incidence at the earliest convenience.

vi- Incident report and DOB promptly completed and report sent to LSS head office after each incident.

vii- Guard should conduct themselves in the best professional manner.

viii- No use of mobile phones while on duty.

ix- Guards MUST take the allowed breaks as directed by the LSS Supervisor and Market officer in charge. Break time is 30 minutes per 6-hour shift and 40 minutes per 8-hour shift.

x- Guards to book on and off with Control Room each day.

xi- Lateness is not admissible.

xii- Guards should be familiar with the market environment and assist customers with enquiries.

xiii- From start to finish of each shift. Guards must conduct their patrols using the phone-tag devic08

xiv- More instructions to follow. Non-compliance to the above set out rules will be classified as misconduct, which is subject to a disciplinary action taken against the operative.
xv- Guard MUST ensure the last rounds and checks are conducted properly before handing over shift.

xvi- Guards should ensure all market entrance and exit doors are properly shut before leaving the location.

xvii- The guard covering overnight shift MUST stay in Brixton Market area and perform the hourly patrol checks within the facility. Proper training should be given to the overnight guard in respect to the intruder alarm system.

xviii- Guards should always respect the market Officers and LSS Supervisor and endeavour to work as a team.

xix- Wearing a dirty uniform is not admissible.

xx- When the market is shut each nite, the overnight guard is tasked to go into Market Row with the Cleaner to ensure the cleaner has adequate back-up. They should exit Market Row same time and shut the shutters properly before the guard moves over to Brixton Village.

xxi- Body Cameras to be worn at all times.
OPERATIONAL AND HEALTH & SAFETY DUTIES OF ALL LONDON SECURITY SERVICES EMPLOYEES

A. All jobs must be carried out according to the company’s lay down policy and procedures.
B. All field staff (LSS employees) must maintain a high standard of professionalism in the discharge of their field assignment.
C. The General Manager should be the first point of call for all complaints and queries and not the client.
D. All LSS employees should contact the Control Room Operator if there is any reason that will prevent them from discharging their duties effectively. Then Control Room Operator will pass on the message to the Admin Department to deal with the query and response given back within 24 hours of receipt.
E. All LSS employees should employ a proactive approach in the discharge of their duties.
F. All security guards are to cooperate with employers in all health and safety matters, and are responsible for the health and safety of themselves and others affected by their actions or omissions.
G. All security guards must use equipment or substance according to training and instructions provided.
H. All employees (field staff) must report all serious or imminent dangers and any shortcomings in employer’s protective health and safety arrangements to their employer (LSS).
I. All LSS employees (field staff) should be aware that negligence of duty is a serious punishable offence in the British Legal System.
J. It is the duties of all LAG employees to be conversant with all risk assessment carried out to evaluate the hazard(s) associated with their work and meticulously apply the control measure(s) provided in order to produce the likelihood of such hazard(s) to be released to cause harm (risk).
K. It is the duty of all LSS employees to notify their employers, of all cases of dangerous unsafe act/condition and near misses.
L. Any security officer who arrives to site under the influence of alcohol or drugs MUST be relieved of his duties and dismissed instantly.
M. Night Guards MUST do check calls to the Control Room hourly from 8pm to 6am (within 15 minutes either side of an hour) Weekends and Bank Holidays; check calls are made every hourly to the Control Room.
### 4.2 HOURS

<table>
<thead>
<tr>
<th>DAY</th>
<th>NIGHT</th>
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<tbody>
<tr>
<td>MONDAY</td>
<td>08:00 GMT</td>
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<tr>
<td>TUESDAY</td>
<td>08:00 GMT</td>
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<tr>
<td>WEDNESDAY</td>
<td>08:00 GMT</td>
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<td>THURSDAY</td>
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<tr>
<td>FRIDAY</td>
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<tr>
<td>SATURDAY</td>
<td>08:00 GMT</td>
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<tr>
<td>SUNDAY</td>
<td>08:00 GMT</td>
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</tbody>
</table>
SECTION FIVE

5.1 Exclusion Zones

There are no exclusion zones.
SECTION SIX

6.1 EQUIPMENT

PERSONAL

The Security Officer should have the following equipment with him when he/she is on site:

a) I.D.Card
b) Notebook/Paper
c) Pen
d) Torch (if applicable)
e) Watch
f) Any keys that maybe required
g) Patrol Monitoring Device (if applicable)

A security officer using a company vehicle must also check petrol, oil, water levels, brakes, lights, tools, jack and spare wheel before going out:

And must be familiar with:

I. Radio procedure – how the radio works, where the blind spots are etc.
II. Vehicle controls.
III. Action in the event of an accident or breakdown.

Security Officers must be familiar with Assignment Instructions.

<table>
<thead>
<tr>
<th>CLIENT OWNED EQUIPMENT</th>
<th>LSS EQUIPMENT</th>
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<tbody>
<tr>
<td>1)</td>
<td>1) x2 Mobile Phones</td>
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<tr>
<td>2)</td>
<td>2) LSS Hi-Viz</td>
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<tr>
<td>3)</td>
<td>3) Body Cameras</td>
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<td>4)</td>
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...
6.2 USE OF CLIENTS TELEPHONE

ALL SECURITY STAFF ARE INSTRUCTED THAT CLIENT’S TELEPHONES MUST ONLY BE USED ON COMPANY BUSINESS.

PRIVATE TELEPHONE CALLS OF WHATEVER NATURE MUST ONLY BE MADE WITH THE AUTHORITY OF A SUPERVISOR AND MUST BE RECORDED IN THE LOG BOOK.

UNLAWFUL USE OF A TELEPHONE IS A CRIMINAL OFFENCE THAT IS READILY DETECTED (BY ITEMISED TELEPHONE BILLS). THE COMPANY WILL PROSECUTE OFFENDERS AND RECOVER THE COSTS OF ALL CLAIMS AND EXPENSES FROM THEM. THE OFFENCE WILL LEAD TO DISMISSAL FOR MISCONDUCT.

6.3 UNIFORM AND APPEARANCE

Very often, the security officer will be the first person a visitor sees when he goes to a company. A smart appearance will reflect well on the customer, on London Security Services (UK) Limited and on the officer himself. It will demonstrate efficiency and contribute to the officer’s authority and confidence. We look to our officers to take personal pride in their appearance; to be courteous, smart and tidy at all times.

Any damage, loss or wear to the uniform MUST BE REPORTED IMMEDIATELY. The uniform is provided by the company, and remains the property of London Security Guards (UK) Limited.

CAP (IF WORN)
To be brushed, not bent or misshapen, worn on all occasions outside, and indoors as requested by the client.

HAIR
Kept tidy, and to a reasonable length, in keeping with uniformed officers

SHAVING
An officer must never appear unshaven; Beards and Moustaches should be neatly trimmed.

SHIRTS AND TIES
Must be kept clean and well pressed. Worn collars or cuffs are not accepted and must be replaced. Epaulettes must be fixed, no buttons should be missing.

TUNICS/BLAZERS
To be kept clean and well pressed, and buttoned up. Lanyard to be worn over tunic. Pockets not to be over-filled.

TROUSERS/BELTS
To be kept clean and well pressed. The belt used should be plain/black.

SHOES AND SOCKS
Dark coloured socks to be worn. Shoes to be black, and must be kept clean.
SECTION SEVEN

ASSIGNMENT OVERVIEW FOR ALL SECURITY GUARDS

The main reasons for a Security presence at the site are:

1. To control access to the premises.
2. To control any potential threats of violence or intruders/unauthorised visitors into the premises.
3. Ensure all workers properly sign in and out.
4. To keep a high profile security presence on site and to make sure that all visitors, workers and client’s premises are protected.
5. To make sure that all visitors to the site sign in and out properly.

London Security Services (UK) Limited strives to deliver a first class service by:

1. Providing a professional and reliable service which meets the needs of our clients
2. Providing our clients with consistent, professional knowledge and courteous service
3. Achieve growth through quality and professionalism
4. All employees and sub-contractors will be expected to co-operate fully with the above statement

Front Line Staff

Front line staff must:

- Wear the licence where it can be seen at all times when engaging in designated licensable activity unless you have reported it lost or stolen, or it is in our possession.*

- Tell us and the police in writing as soon as practicable if your licence is lost or stolen.

- Tell us in writing as soon as practicable of any convictions, cautions or warnings, or charges for relevant offences whether committed in the UK or abroad.

- Tell us in writing of any changes to your name or address as soon as practicable.

- Not deface or change the licence in any way (should your licence become damaged, you should advise us and request a replacement).

- Not wear a licence that has been defaced or altered in any way.
• Produce the licence for inspection on the request of any constable, any member or employee of the SIA or other person authorised by the SIA.

• Return the licence to us as soon as practicable if you are asked to do so.

• Tell us in writing as soon as practicable of any change to your right to remain or work in the UK.

Emergencies

• 7.1 Bomb Threats / Chemical or Biological Attacks
• 7.2 Intruder on Site
• 7.3 Break-Ins or Robberies
• 7.4 Accidents at Work
• 7.5 Powers of Arrest/Powers of Search
• 7.6 First Aid
• 7.7 Flood
• 7.8 Fire
• 7.9 Emergency 999

7.1 LETTER BOMBS AND EXCLUSIVE OR INCENDIARY DEVICES

LETTER BOMBS

These have been mainly in the form of substantial envelopes or parcels containing paper-backed books delivered through normal postal services. They are likely to be in the form of a flat letter weighing up to four ounces or in a package the size of a conventional library book. The degree of caution advised in handling depends on the cumulative effect of points, which may give rise to suspicion.

POINTS WHICH MAY MAKE UNFAMILIAR MATERIAL RECEIVED SUSPECT

1. The Post-mark – if foreign and not familiar.
2. The writing – which may have an ‘un-English’ appearance, lack literacy, or be crudely printed.
3. Name and address of sender (if known) – if address differs from area of postmark.
4. ‘Personal’ or ‘Private’ letters addressed to senior management under the job title, e.g. Managing Director.
5. Weight – if excessive for size and apparent contents.
6. Weight distribution - if uneven, may indicate presence of batteries inside.
7. Grease marks – showing on the exterior of the wrapping from inside, may include ‘sweating’ explosive.
8. Smell – some explosives have a smell of marzipan or almonds.
9. General – damaged envelopes, which give sight of wire, batteries or fluid, filled plastic sachets should be left strictly alone. Those that raffle or feel springy should be treated with caution, and naturally, any ticking noise should be treated as a ‘red alert’.
10. Where a conventional paper-back book has been used in the making of a letter bomb, it is likely to be noticeable softer in the centre than at the edges.
SUSPICIONS CANNOT BE IGNORED

DO NOT TRY TO OPEN THE LETTER/PARCEL OR TAMPER WITH IT. IT HAS BEEN MADE TO WITHSTAND POSTAL HANDLING AND IS DESIGNED TO FUNCTION DURING NORMAL SEQUENCE OF OPENING. DO NOT PUT IN WATER OR PUT ANYTHING ON TOP OF IT.

ADVICE ON CHEMICAL OR BIOLOGICAL ATTACKS

Prevention Advice

Air Conditioning Plant Room

Prevent unauthorised access to main AC plant. Ensure all existing keys are accounted for. Change locks and re-issue keys on a controlled basis if necessary. Alarm all points of access to the plant room and cover with CCTV for alarm verification. Verify identity of any contractors working on the air conditioning and supervise whilst present on the premises.

Air Conditioning Intakes

- Identify them all
- Prevent unauthorised access, secure access routes and alarm with CCTV coverage for verification.

On Site Water Storage Tanks

- Prevent unauthorised access, secure access routes and alarm with CCTV coverage for verification.

Review Access Control Systems

Ensure access control is working effectively for staff, visitors and contractors. Passes should be worn visibly and a ‘challenge Culture’ adopted to ensure only authorised people are on the premises.

Mail Procedures

Review procedures for dealing with all mail –

Ensure that all incoming mail, despatch, lorry van and motorcycle courier deliveries, or hand delivered items are processed at one single location –

If available, scan or x-ray all mail –

Check all mail for suspicious signs –

Point of Origin e.g. from postmark or name of sender, if given, if from an unusual point or Sender.

Manuscript of Sender If this indicates, for example, a foreign style of writing, and if such is not usually received.

Flap of Envelope Usually there is an un-gummed gap of about 3-5 mm, if the flap of the Envelope is stuck down completely.

DO NOT OPEN OR CONTINUE TO OPEN ANY PACKAGE DEEMED SUSPICIOUS

Dealing with an Incident
The following four examples will help when developing your contingency plans:

Suspicious Packages – Do not open it, Do not pass it around

If unopened, immediately place the suspicious package in a clear sealable plastic bag, for larger objects use a clear sealable plastic container. If opened leave it in site –

Close all windows – Evacuate the room closing all doors –

Switch off the Air Conditioning system –

Evacuate all floors below where suspect package is, the floor on which the package is an the floor directly above –

Dial 999 for the police, making sure you state you believe chemical or biological materials are involved –

In addition to the above take the following action if any material may have been released –

Close all fire doors in the building, where premises have automated closing fire doors this may be achieved by re-configuring the fire alarm system to provide an additional function of automatically closing the fire doors without the fire alarm sounding –

Close all windows in the rest of the building –

Evacuate the building – where evacuation is not possible, for example where the only evacuation route is through the contaminated area, move staff up the building to await instructions from the emergency services.

Device outside the Building

Switch off the Air Conditioning system – Close all fire doors in the building – Close all windows in the building –

Move all occupants located on the ground floor and below up the building to the first floor and above and await instructions from the emergency services and < -

Dial 999 for the police, making sure you state you believe chemical or biological materials are involved –

Contaminated Persons

The following action should be taken for any person suspected of being in contact with a suspected chemical or biological device, prior to the arrival of the emergency services: -

- Wash hands in a weak bleach solution (One teaspoonful of domestic bleach to one litre of water) and the rinse with ordinary soap and water.
- Keep the person separate from others and make them available for immediate attention from the emergency services.
- Try to ascertain how many other people may have been exposed to the material – keep a detailed list including details of their family doctor and keep all suspected contaminated people separate from others.
7.2 WHAT TO DO ON FINDING AN INTRUDER ON SITE

- Contact Control – Police required
- Ensure all gates and exists are locked – No easy escape
- Try to observe intruder(s) and note

# Number
# Description (height, dress, hair, accent)

- Note method and point of entry into site
- If: - You have evidence that an offense has been, or is being committed (theft, burglary, robbery, criminal damage, arson, serious assault).
- If: - It is reasonable to believe the person in question is guilty of committing that offense.
- If: - It is safe to do so

Then – Arrest the person

- Act firmly but without malice, only use such force as is reasonable.
- Await arrival of police and give them maximum assistance.

7.3 WHAT TO DO ON FINDING EVIDENCE OF POSSIBLE BREAK-INS OR ROBBERIES

1) Cash offices or particularly vulnerable areas
   - Do not touch open safes or rectify insecurities.
     - Contact Control.
     - If advised, get an Emergency Contact.
     - Ensure that he checks the contents.
     - Make a full entry in the Incident Log.

2) Others areas
   - Make secure where possible.
   - Contact Control.
   - If necessary, notify Emergency Contacts. Make a full entry in the Incident Log.

7.4 ACCIDENTS AT WORK

1) Ensure injured are dealt with. Call ambulance if necessary.
2) Contact Control and Site Management.
3) Note position of any offending equipment.
4) Note names of any witnesses.

5) Mentally note everyone’s actions. Write down if possible.

6) Be impartial at all times. –

7) Prepare a full written report.
   - Date and time
   - Witness names
   - Accurate, factual description of action taken.

All accidents however minor MUST be reported for entry in the Log Book.

**RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences)**

The above regulation requires that certain Major Injuries, Reportable Diseases and Dangerous Incidents are reported. Any incident covered by the following schedule must be reported to Head Office.

**Reportable Injuries are:**

Fracture other than to finger, thumbs or toes.

Amputation –

Dislocation of shoulder, hip, knee or spine.

Loss of sight (Temporary or permanent) –

Chemical or hot metal burns to the eye or any penetration injury to the eye –

Injury from electric shock or burn resulting in unconsciousness or requiring resuscitation or requiring admittance to hospital for more than 24 hours –

Any other injury: Leading to hypothermia, heat induced illness or unconsciousness or requiring admittance to hospital for more than 24 hours –

Unconsciousness caused by asphyxia or exposure to harmful substances or biological agents.

Acute illness requiring medical treatment or loss of conscious arising from absorption of any substance by inhalation, ingestion or through the skin –

Acute illness requiring medical attention where there is reason to believe that this resulted from exposure to a biological agent, toxin or infected material.
7.5  POWERS OF ARREST

A Security Officer has the same powers of arrest as any other member of the general public.

The following are Arrestable Offences

- Theft, Burglary, Robbery
- Criminal Damage, Arson
- Serious Assaults causing injury

Arrests may be made in the following cases:-

- Anyone in the act of committing an Arrestable Offense
- Anyone for whom there are reasonable grounds for suspecting that he has committed an arrestable offense, providing that an arrestable offense has been committed.
- Do not make an arrest unless there is clear evidence that an Arrestable Offense has been, or is being committed. Suspicion alone is not adequate ground’s for an arrest.
- Do not search an arrest person
- Use minimum force to detain him, if any
- Hand him over to site management, or police
- Contact Control

Prepare a written report of the incident.

- Date and Time
- Witnesses’ names
- Evidence that an Arrestable Offense has been/was being committed
- Quality of light – good, dark, etc.
- Accurate, factual description of incident.

GUIDELINES TO SEARCH

1. The primary objective is to prevent loss by theft, rather than to catch thieves.

The searching of staff can be a valuable deterrent and is a very necessary task, but remains an invasion of privacy. As such it must be done with every care, courtesy and consideration.

No private person, which includes security officers, has a right to search anyone without first obtaining their consent – and then only when the security officer has witness from Client’s management or Company’s Inspectorate.

The inclusion of a ‘search clause’ in an employee’s conditions of employment does not allow a security officer to search an employee unless agreement to the search is obtained from the employee prior to the search.

2. Bag/Parcel Search
Where it is only desired to search the bags or parcels of employees or members of the public entering or leaving premises, it may be done on the spot, unless the person whose bag or parcel is to be searched requests that it be done private.

DO NOT open bags or parcels yourself. Request the person concerned to open the bag or parcel and to remove any items which you wish to examine more closely.

It is an offense under Section 25 of the Theft Act, 1968 for a person, not at his home, to have in his possession any article for use in connection with any burglary, theft or cheat.

If, during the course of a search, such articles are found, assistance should be summoned immediately, as proof of an offense under this section required careful questioning.

Remember to thank the persons searched for their co-operation.

Remember to record the names of those searched for later entry in the Search Register or Assignment Log, if required.

Should any complaints arise, immediately inform your immediate superior.

If there is a refusal by anyone, act in accordance with the Assignment Instructions. If it is a member of the public wishing access to premises, it may be that your Assignment Instructions will be to refuse access. AT ALL TIMES REMAINS POLITE AND CALM. If it is an employee, remind them of the search clause in their conditions of employment, if there is one, and obtain assistance.

THERE IS NO POWER TO INSIST.

Personal Search

N.B. A WOMAN MAY ONLY BE SEARCHED BY A WOMAN

In cases where there is reliable evidence that an employee is about to leave premises and has in his possession stolen property, the searching should not be confined to that one person. If the suspicious are confirmed, selecting just the suspect could lead to him identifying the person who exposed him.

Whenever possible, the following guidelines should be adhered to when conducting personal searches:

(a) Having, discreetly as possible, requested the person to submit to a search and obtained consent, take the person to a room or area giving as much privacy as possible.

(b) If that person wants a witness or friend present, arrange it without delay.

(c) Never search a person alone. Always have a witness present.

(d) The person should first be asked if they have any Client's property in their possessions. Note the reply and, if it is affirmative, ask them to produce it. Note from where the property was produced and any explanation given. If the property is capable of being marked, do so. If not, label it, sign the label and invite the person to do so as well.

(e) If the person denies having any Client's property, ask the person to empty all pockets and place the contents in front of them in clear view. If any Company property is produced, ask for, and note any explanation.

Once the pockets have been emptied, run the hands lightly over the outside of the body. If anything is felt, ask for it to be produced.
(f) Where Client’s property is found, to which the person has no right, inform a member of Client’s management or Emergency Contact immediately and act in accordance with instructions from them.

(g) If none of the Client’s property is found, thank the person for their co-operation and for acting as an example to others.

(h) Record the date, time, name etc., of person searched.

Where items may be hidden about the person:

**Bulky Items**

1) Down the back, suspended from the shoulders or wrapped round the body (especially cloth)

2) Inside tightly rolled overalls

3) Inside rolled newspaper

4) Round the back of jacket lining

5) Suspended down the back of the leg

6) Up the jacket sleeve

**Small Valuable Items:**

1) In the hair

2) Inside the padding of shoulders

3) Inside the jacket lining at the back (away from pockets)

4) Inside linings at cuffs

5) Front pocket of trousers

6) Taped behind knee

7) Inside stockings

8) In the toe of a shoe

**Search Points in a Private Car**

1) Beneath front seats or carpeting

2) In writing under dashboard

3) Between radiator and grill

4) Wedged beside battery

5) In webbing of front seats

6) In glove compartments or door pockets

7) Beneath rear seat
8) Tied to exhaust or chassis
9) On top of spare wheel if under slung
10) In tool box or under floor covering
11) Behind removable panelling shielding rear seat from boot or shielding outer sides of boot
12) Suspended by string – inside petrol tank
13) Inside webbing of rear seat back (if removable)
14) In webbing up back of front seats

Search points in a commercial lorry:
1) Along chassis member under body
2) Under ropes in compartment on top of cab
3) Inside scaffolding poles, hidden in load
4) Under seat in cab
5) Inside spare wheel
6) Wrapped in folds of tarpaulin
7) Under or inside skids
8) Tight against tailboard on loaded vehicle

7.6 ACCIDENT PREVENTION AND BASIC FIRST AID

ACTION AT SCENE OF ACCIDENT

Render First Aid, ensure immediate expert attention and arrange removal to hospital if necessary.

Obtain details of any persons who have seen or who have knowledge of the accident.

Obtain details of injured person if possible and their version of what happened.

If the accident is serious ensure that senior management and the Health and Safety Officer are informed.

Report the details obtained to the person responsible on your site for completing the accident report.

BASIC FIRST AID

The advice given below should be studied and followed:

NOTE: TAKE CARE NOT TO BECOME A CASUALTY YOURSELF WHILST ADMINISTERING FIRST AID. BE SURE TO USE PROTECTIVE CLOTHING AND EQUIPMENT WHERE NECESSARY. IF YOU ARE NOT A TRAINED FIRST AIDER, SEND IMMEDIATELY FOR THE NEAREST FIRST AIDER WHERE ONE IS AVAILABLE.
ADVICE ON TREATMENT

If the assistance of medical or nursing personnel will be required, send for an ambulance immediately. When an ambulance is called, arrangements should be made for it to be directed to the scene without delay.

All accidents must be reported to the Health and Safety Officer to ensure a record is maintained.

PRIORITY

1. **Breathing:**

   If the casualty has stopped breathing, resuscitation must be started once BEFORE ANY OTHER TREATMENT IS GIVEN and should be continued until breathing is restored or until medical, nursing or ambulance personnel take-over.

2. **Bleeding:**

   If the bleeding is more than minimal, control it by direct pressure apply pad of sterilised dressing or, if necessary, direct pressure with fingers or thumb on the bleeding point, raising a limb if the bleeding is sited there, this will help reduce the flow of blood (unless the limb is fractured).

3. **Unconsciousness:**

   Where the patient is unconscious, care must be taken to keep the airway open. This may be done by clearing the mouth and ensuring that the tongue does not block the back of the throat. Where possible, the casualty should be placed in the recovery position.

4. **Broken Bones:**

   Unless the casualty is in a position which exposes him to further danger, do not attempt to move casualty with suspected broken bones or injured joints until the injured parts have been supported. Secure so that the injured parts cannot move.

OTHER INJURIES

1. **Burns and Scalds:**

   Small burns and scalds should be treated by flushing the affected area with plenty clean water before applying a sterilised dressing or a clean towel. Where the burn is large or deep, simply apply a dry sterile dressing.

   **NOTE:** Do not burst blisters or remove clothing sticking to burns or scalds.

2. **Chemical Burns:**

   Remove any contaminated clothing which shows no sign of sticking to the skin and flush all affected parts of the body with plenty of clean cool water ensuring that the entire chemical is so diluted as to be rendered harmless. Apply sterilised dressing to exposed, damaged skin and clean towels to damaged areas where clothing cannot be removed.

   **NOTE:** Take care when treating the casualty to avoid contamination.

3. **Foreign Bodies in the Eye:**

   If the object cannot be removed readily with a clean piece of moist material, irrigate with clean cool water. People with eye injuries which are more than minimal must be sent to hospital with the eye covered with a pad from the First Aid box.
4. Chemical in the Eye:-

Flush the eye AT ONCE with clean cold water, continue for at least 5 to 10 minutes and in any case of doubt, even longer. If the contamination is more than minimal, send the casualty to hospital.

GENERAL

1. Hygiene:-

Where possible, wash your hands before treating wounds, burns or eye injuries. Take care in any event not to contaminate the surfaces of the dressing.

2. Treatment Position:-

Causalities should be seated or lying down while being treated.

3. Record Keeping:-

An accident report form must be completed for every incident in your store or warehouse.

4. Minor Injuries:-

Casualties with minor injuries, of a sort they would attend to themselves if at home, may wash their hands and apply a small sterilised dressing from the First Aid box but an accident report must be made.

5. First Aid Material:-

Each article used from the First Aid box must be replaced as soon as possible.

7.7 FLOOD

- Switch off source of water if possible
- Try to protect property
- Inform Control and follow site procedures
- Tell them if Emergency Services or Emergency Contacts are required
- Clean up as best as possible
- Make a full entry in the incident log

7.8 FIRE – ITS PREVENTION AND EXTINCTION

Three essentials are required if an outbreak of fire is to occur:-

a) Fuel
b) Heat or ignition source

c) Supporter of combustion (air or other source of oxygen)

When these are present, referred to as “The Triangle of Combustion”, a fire can take place.

It follows that by removing of these factors, the fire will be extinguished.

FIRE DEVELOPMENT

In order to appreciate the way in which a fire can develop in an enclosed space, such as a room, a brief outline of a typical fire development is given below.

INITIAL GROWTH OF A FIRE IN A ROOM

When heated, combustion materials give off flammable gases which will ignite at an appropriate temperature if sufficient oxygen is present. As a fire develops, hot gases followed by flames will form a deepening layer beneath the ceiling, radiating downwards so the other combustibles are heated and then become involved in the fire. At the same time, the original fire will spread laterally to other contents of the room by flames contact or radiated heat. If all doors and windows are closed, the fire will be partially oxygen starved. Is a door or window is then opened or destroyed, the in-rush is likely to cause sudden involvement of the reminder of the room as unburned combustible gasses are ignited. This condition is known as ‘flashover’.

The heated gasses will rise rapidly to the upper floors carrying also the products of combustion (smoke and toxic fumes) as well as flames.

FIRE PREVENTION LAW

Security Officers should have a basic knowledge of the law concerning fire prevention and be able to demonstrate practical application of it.

The law is very extensive and is continually being up-dated, therefore, it is not proposed to go into great detail but it is as well to know some of the basic legal requirements.

All offices by virtue of their fire certificates are required to have clearly signed fire exists. There must be escape routes to these exist and they must be kept clear at all times. The fire exists must be unlocked at all times where there are personnel in the building, regardless of numbers. The routes comprise ‘primary routes’ to be used in normal circumstances and ‘secondary routes’ to be used when the primary means are unavailable for any reason. Fire wardens should be appointed and must be familiar with means of escape from their areas, the location of the fire-fighting appliances and fire exists.

The fire alarm system must operate all over the premises, i.e. when the alarm is activated, the bells must sound in all areas. The law requires that these must be tested on a weekly basis and the test recorded in the Fire Register.

EVACUATION

Evacuation must be practised on a regular basis at infrequent intervals with at least two evacuations annually. These events must be recorded in the Fire Register showing the date of practise, times that alarms were sounded and Fire Brigade and/or Police informed and the total time to complete the evacuation.

SIGNING-IN BOOKS

Signing-In Books and I.D. Card Registers should be taken with you upon evacuation.
Visitors to the site should sign in at the site entrance. These books should also be taken on evacuation.

FIRE PREVENTION GOOD HOUSE-KEEPING

Good house-keeping is the simplest and yet the most neglected of fire precautions. Everyday Fire Brigades are called to fires which have originated in a heap of rubbish, or which have spread rapidly through rubbish, shavings, fluff or dust.

The fire hazard can be reduced simply through general tidiness, the proper disposal of waste and the limitation of exposed flammable materials.

HIGHLY FLAMMABLE LIQUIDS

Only quantities of highly flammable liquids and substances which are required for immediate use should be kept in work rooms and offices.

Additional quantities should be kept in a cool, ventilated store reserved for this purpose. Where this is for practical, they should be stored in metal bins with close fitting lids or other non-combustible containers.

SMOKING

Statistics show that more fires are caused by the careless disposal of matches and cigarettes than any other cause. Smoking is prohibited in certain areas where there is combustible storage. No smoking rules must be strictly enforced. Where smoking is permitted, there should be plenty of ashtrays provided for safe disposal of cigarettes etc. Rooms or departments where smoking is permitted should be inspected some time (e.g. ½ to 1 hour) after they have been vacated for the night.

SPONTANEOUS COMBUSTION

In cases where fire is likely to occur from this cause, it is important to pay particular attention to house-keeping and ventilation. The materials most commonly responsible for spontaneous combustion are liquids which become dangerous if they have leaked from containers or have soaked into porous materials, rags contaminated with oil, paint varnish, lacquer or polish.

Spontaneous combustion is caused when certain substances undergo slow oxidation.
If the heat produced by this reaction cannot be lost fast enough, the temperature will rise and lead to spontaneous Ignition of the material. Metal containers with self-closing lids should be used for the disposal of all waste cable to spontaneous ignition.

Valves and fittings in compressed oxygen must be kept free of oil and grease as they are liable to ignite spontaneously.

FIRE EXTINCTION

Remove the heat by cooling the temperature and the fire will be extinguished. Remove the oxygen by smothering and the fire will be extinguished. All successful fire-fighting is based on those principles. It should be noted, however, that the media which will successfully extinguish one fire will not necessarily extinguish another and indeed, many have the reverse effect and increase the severity of the fire.
FIRE FIGHTING EQUIPMENT

The fire fighting equipment generally provided in premises includes, firstly, the water supplies for fixed installation such as sprinklers and hose reels, and secondly, portable fire extinguishers for use by staff in the event of a fire.

Hose reels and portable fire appliances are types of extinguishing equipment which can be brought into action quickly, pending the arrival of the Fire Brigade.

Hose reels have the advantage of a continuous water supply and this is important where the premises are located some distance from a fire station. On the other hand, portable extinguishers should be located in the risk area and of a type which is more appropriate to the risk.

How to use an extinguisher is indicated on the side of it and when you see that someone is fighting a fire, no matter how small, assist by taking another appliance to the scene and be prepared to take over.

DO NOT TRY TO FIGHT LARGE FIRES AND DO NOT TAKE UNNECESSARY RISKS. When a fire is out, ensure that all full appliances are replaced immediately and that empty ones are re-filled.

Fire appliances must be inspected and serviced by an expert annually. They should carry the date and by whom last checked on the exterior.

EFFECTS OF FIRE

Be aware of the effects of fire. The most dangerous of these are smoke and fumes which stupefy, choke and soon kill. Certain materials such as polystyrene give off toxic fumes and can overcome you very quickly.

Panic is another danger; it is often difficult to get people to act calmly in fire situations unless they know exactly what to do. This is why practice evacuation drills are a must. It is difficult to keep other calm if you are not sure of your procedures. If you know exactly what to do in an emergency, this will have a calming effect both on yourself and those about you.

7.9 EMERGENCY 999

EMERGENCY 999

1) Lift handset and dial 999
2) Operator – “Which service do you require?”
3) You reply - “Fire”, “Police” or “Ambulance”
4) Operator – “Where are you calling from?”
5) You reply “Telephone number……………”
6) Wait to be connected to the service.
7) ‘Service’ will ask for details
8) Answer clearly and briefly
9) Listen for any instructions from the ‘Service’
10) Carry out instructions given
SECTION EIGHT

BACKUP

Control and management team are there to give you the back-up you need to do an effective job.

- Report ‘on duty’ to control as soon as you arrive at the Assignment
- Report any non-routine special actions to Control
- Advice Control of any suspicious events or problems
- Report ‘off duty’ to control before leaving Assignment

<table>
<thead>
<tr>
<th>Control Room</th>
<th>Duty Controller</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Mkparu</td>
<td>LSS Duty Supervisor</td>
</tr>
<tr>
<td>Anthony Ekeocha</td>
<td>General Manager</td>
</tr>
<tr>
<td>Daisy- Louise Hunt</td>
<td>Office Assistant</td>
</tr>
</tbody>
</table>

NB: In the first instance contact control-only contact the remainder in the event that you are unhappy with the response from control.
SECTION NINE

Standing Orders

9.1 Maintenance of Assignment Log Books

9.2 Writing Incident Reports

9.3 Writing a Statement

9.4 Discipline – Standing Orders

9.5 Patrolling

9.6 Law of Trespass

9.7 Access Control

9.8 Reception Duties

9.9 Taking over Assignment

9.10 Make Sure You Know

9.11 All Acknowledgment Sheet

9.1 Maintenance of Assignment Logs

The Assignment log book is the property of London Security Services (UK) Limited and must not be removed from the assignment without authority.

The following instructions must be followed when the guard responsible for maintain the log book is making an entry:

- Never knowingly make, or sign, any false, misleading or inaccurate statement.
- Never, without due and sufficient cause, destroy, mutilate, alter or erase any entry in the log.
- Never remove pages.
- Never show the log book to unauthorized people. It is regarded as confidential by both London Security Guards (UK) Limited and the customer.
- Highlight serious incidents by using a red ink pen in the log book.

Make all entries in chronological order, always starting a fresh entry on a new line. Never make advance entries.

When reporting for duties always check:-
• Keys/Access cards
• Assignment Instructions
• Special instructions for your tour of duty.
• Anticipated movement of personnel or vehicles.

Make your first patrol particularly thorough. List and record all security and fire defects or hazards, together with any unusual items.

Record each patrol and snap check, logging the time out and time of return in this book. Report any security and fire hazard or defect to the Control Room and record the name of the controller of whom you reported.

Report any incidents as soon as possible after occurrence to Control, an amplified report must be made on an incident report sheet and the log book endorsed (see separate report). Be clear, brief and to the point. Use plain English and do not use slang. The following are examples of incidents which are to be the subject of an Incident Report Sheet:-

a) Particulars of suspects apprehended, criminal offenses discovered, suspicious occurrences reported to police, unauthorized person detected, safes and strong rooms found open, keys taken in charge.

b) Fire discovered and fire brigade called, fire extinguished by guards, brigade informed, fire resistant doors found open or faulty, observations regarding fire appliances, faulty heating appliances, faulty electrical equipment and installations, machinery and heating apparatus and mains turned off, leaking gas taps.

c) Other fire observations/health and safety observations/security observations.

d) Help given to the public regarding accidents on the assignment or adjacent or adjacent to assignment.

e) Details of any report of crime or complaint must include name and address, and/or works particulars of complaints: date and time of incident: full description of any property missing, also note the time the report was made and any subsequent action taken.

f) Reports of lost and found property: date, time and place of incident: full name, address and works particulars and if possible, sufficient description of the article concerned to identify it. If the property is handed to the guard on duty, the finder must sign the assignment log book. If it is claimed by the loser before it is handed in to the clients authorised representative, the person claiming it, once his claim is accepted, must sign the assignment log book with details of his/her address and/or department. If the client has separate registers for lost and found property, regulations regarding their use are to be strictly adhered to.

9.2 GUIDANCE FOR WRITING INCIDENT REPORTS

1. It is important to express clearly the nature of the incident, the names (or number of Police Officers) of persons involved, registration details of vehicles, times, dates and exact locations.

2. When the attendance of the Emergency Services (Police, Fire or Ambulance) or the Public Utilities (Electricity, Water or Gas) is necessitated, it is vitally important that you record:-

(a) The time of origin (when you discovered the incident/event).

(b) The time you called the Emergency Service.

(c) The time you informed the Duty Controller.

(d) The time you informed the Emergency Contact.
(e) The time of arrival and departure of the Emergency Service. In all cases the name, number, station or depot of the person in charge of the Emergency Services must be recorded.

3. Make the Report as soon as possible and amplify later if necessary.

4. Complete headings on Report, be clear, brief and to the point.

5. Do not erase anything.

6. If alterations are necessary, cross out without obliterating – make no additions between lines. Initial all alterations.

7. Enter brief details in Assignment Log Book with reference to see separate report.

8. Report Incident to the Controller in the Control Room – obtain the message log number and enter it in the Assignment Log.

9. Make sure a copy is left for the Client’s representative on completion of your duty and the second copy is available for collection by a Mobile Supervisor.

9.3 A GUIDE TO WRITING A STATEMENT

The hand-out is to be used as a guide to statement writing only, as the content and format of statements is and will vary from peace to place.

1. All statements should show the dates on which they were taken.

2. Expressions like, LAST MONDAY LAST JUNE OR LAST CHRISTMAS should be avoided.

3. If witness knows both the Christian and surname of another person, both should be included at the first reference together with any nickname may be used on its own, although it is preferable to add the surname throughout.

4. If the witness only knows another by his Christian or nickname the report should indicate the person to whom he is believed to be referring. Often in such cases, it is useful to include in the statement his description of the person, his clothing, accent or other distinguishing features.

5. All statements should be in the active voice (I posted a letter, rather than, A letter was posted), so that the advocate may know whether that witness can prove his own knowledge of a particular fact.

6. It is most important that witness should be specific as to whether an accused was present when something material was done or said.

7. Where the witness identifies the accused he should state:
   a) How long he has had the accused under observation and at what distance.
   b) The quality of the light.
   c) Whether the observation was impeded in any way and if so, how.
   d) Whether the witness knows the accused and, if so, how long and in what circumstances.
e) Whether the witness has any special reason for remembering the accused.

f) How long elapsed between the incident and the subsequent identification of the accused.

g) Whether there is any discrepancy if the witness gave more than one description of the accused and, if so, how the witness explains it.

8. If the witness is a woman, her statement should show whether she is married or single.

9.4 DISCIPLINE – STANDING ORDERS

The primary function of the Security Officer is the protection of life and property. This includes the prevention of crime, fire and damage by any cause to the Client’s property. The Security Officer must be alert at all times to do whatever may be necessary to carry out these functions. The Security Officer must carry out all duties assigned to him to the best of his ability and he shall not disobey or without real and sufficient cause, omit or neglect to carry out any lawful order written or otherwise given by a Client not to whom he is responsible.

For a Static Guard assignment, from the moment that he takes up duty the Security Officer is responsible for the security of that property. He must not, under any circumstances, leave the property unless relieved by the Client or another Security Officer. This applies at the completion of duty where a relief guard has not arrived. The Security Officer will notify that he has not been relieved, and he will remain on duty until a replacement arrives. In the case of assignments with more than one Officer, this applies to all officers on duty, and in particular to the senior man present.

The Security Officer shall not sleep at any time during his duty.

The Security Officer shall not consume or be under the influence of alcoholic beverages or drugs whilst on duty.

The Security Officer shall not smoke on duty while in the presence of members of the Client’s staff.

The Security Officer shall report for duty correctly dressed in uniform and shall at all times be clean and

Any keys or property entrusted to the Security Officer by the Client will be kept safely at all times. All doors and gates on the Client’s premises, which are usually locked and/or bolted after normal hours, will remain the same until so instructed by the Client.

9.5 PATROLLING

Each customer’s requirements and their assignments are different, although the basic remain the same. It must be stressed that during patrols a competent security officer can prevent minor problems from becoming major disasters by being alert and acting in a professional manner.

Whilst patrolling an assignment your objectives will be:-

• To protect and detect fire.

• To prevent and detect theft and other offences against the clients’ interests.

• To prevent and detect flood and other types of damage.

• To ensure that the customers company rules are not broken.

• To prevent accidents.

• To ensure all windows are closed, lights are switched off and there are no running taps etc.
REMEMBER A SECURITY OFFICER SHOULD ALWAYS PATROL IN A PROFESSIONAL MANNER.

When patrolling remember that the swipe points (if any) are placed strategically on site and therefore the location must be visited. Also remember to look between swipe points not only at swipe points.

9.6 LAW OF TRESPASS

This imperative that a Security Officer is aware of the implication of this law and is clear in his mind as to his powers. There will be very many occasions when the Security Officer will come upon someone who falls into the category and he must know what he is to do and what power if any he has to do it.

Trespass is not, with one exception, a criminal offence or concerned with the criminal law. Put in simple terms it is the act of being upon land or premises without any right to be thereon. We have all seen in our country walks the signs put by the landowners-'Trespassers will be prosecuted'. This sign means nothing. Trespassers cannot be prosecuted; they can only be sued for damages.

To illustrate this point. If a farmer has a field and you walk across it without his consent and without there being a public footpath, this is a civil act of trespass. He, if he found you, could ask you to leave and then take a civil action for damages against you. If all you did was walk across his field, then it is most unlikely that he would succeed on this action or if he did, damages such as one penny would be awarded. However, if it was a field of valuable crops and you trampled them down, then the action for damages would succeed.

You will note that the farmer could ask you to leave and this applies to any act of trespass, whether it is in a building or on land. What must first be borne in mind is that trespass can be either an innocent action where for example someone finds himself in the wrong place by mistake, or a deliberate act when the person has gone on to that land for particular purpose, perhaps unlawful such as a poacher on farm land or a thief in an office block.

In either case the powers of the owner of the land or the building, or his servants are quite clear, the trespasser must be asked to leave and if he refuses can be ejected using as much force as is necessary to do so.

As Security Officers, employed on a contact to guard premises, are acting as the servants of the owner of that property, so we have this power and should use it. However this is putting the matter in to more simple terms, as we have an additional responsibility for the security of those premises and we must therefore satisfy ourselves as to the reason the trespasser is there.

The first duty of any Security Officer is very clear, he must satisfy himself as to whether that trespasser is innocent or not. It should usually be quite simple to establish the innocent trespasser, who is usually the person who has lost his way or has entered the wrong building etc. and these persons, although they can be asked to leave and be ejected if they do not, do not really warrant that sort of action but should rather be helped to find the right place. The difficulty arises in establishing the reasons for an entry by a person those reasons may well be unlawful.

At the age we live in there are a number of reasons why a dishonest person may be entering your premises as a trespasser. Firstly, he may be there just to steal; secondly he may be there with a view to a clear robbery at, perhaps, the cash office. Thirdly, he may be there to plant a bomb, or perhaps be engaged on industrial espionage. There are all manner of malicious criminal acts which have led to trespass and so Security Officer should treat all strangers in the premises or on the land with suspicion and should question them to try and establish their motive for being there. It would be wrong to treat a guilty trespasser as innocent and ask him to leave only to establish later that he has committed some sort of offence.

There are a number of factors that can be borne in mind when one is trying to form a judgement as to whether a person is a mere trespasser or someone with a more sinister objective:-

(I) The time of day or night.
(II) The part of the premises where found.

(III) Any information you may have as to his movements before being challenged by you.

(IV) Information you may have as to his conversations with others.

(V) His frankness in answering your questions.

(VI) His willingness to co-operate such as turning out his pockets or allowing any vehicle
may have to be searched.

Having looked at these factors, it may be that judgement can be formed, but remember suspicion is
not grounds to arrest anyone. There must be other evidence to support this action this evidence
must indicate an unlawful purpose. This evidence may be obtained from questions, from his general
conduct, from what he has said to others or, indeed, from its property found in his possession.

Ejection of Trespassers

English law recognises the right of an occupier of land, or for any other person with the authority of
the occupier, to use a reasonable degree of force in order to prevent a trespasser from entering or to
prevent his movements or to eject him after entry.

The right to use force is restricted to the occupier or his agents and the use of property without
exemption possession of it will not justify this force to exclude others.

A trespasser must be requested to leave the premises and a reasonable opportunity of doing so
peaceably given to him, before the use of force is permissible, unless his entry is by force.

The amount of force permissible is commensurate with the amount of harm likely to result from
ejection, but it must not include bearing, wounding or other physical injury.

9.7 ACCESS CONTROL

Access Control is usually defined as the prevention of unauthorised access to premises, but should
be equally concerned with preventing unauthorised access to property, stock and restricted areas
within client’s premises.

It is an important duty requiring a high degree of alertness, strict compliance with local instructions
and above all, an attitude of mind which will ensure that the security officer on reception duties
always projects the right image.

Control of access is usually maintained from a reception area where, in many cases, the security
officer is the first contact for callers at the premises.

No matter how attractive the building or décor, first impressions are fixed in the minds of callers by
those who first greet them.

The reaction between receptionist and visitor is of vital importance and must always be born in mind
by security officers on reception duties.

All visitors of whatever category should be treated alike, therefore:-

(a) Always be smart in appearance and manner.

(b) Be courteous at all times:
A cheerful “Good morning Sir, or “Good evening Sir”, as appropriate in greeting visitors or clients, directors or employees, sets a favourable impression of security officer performance.

(c) Always appear willing and helpful, but firm.

(d) Always give clear, concise directions when they are needed. Be consistent.

(e) Never appear off-hand, or indifferent, or aggressive.

Failure to observe the above points will create a bad impression and could result in loss of business for the client and, eventually the Company.

9.8 Reception Duties

Client’s Employees

Access to and from premises must be controlled, but should, as far as possible, not cause delay or hindrance to employees on legitimate business. Courtesy and tact are essential in dealing with Client’s employees.

Access for employees is handled in different ways by different client. Some issue identity cards to all employees and insist that they be worn and displayed at all times. Others merely require that employees carry an identity card with them, but do not require the cards to be permanently displayed. Other companies have no immediate means of identifying employees and no control systems at all during normal business hours.

In premises where employees are required to where identity cards, any employee not wearing an ID Card should be challenged and checked before being admitted. Any employee not in possession of an ID card must be reported to the Client’s Representative, in accordance with the Assignment Instructions.

When employees are not required to Wear ID Cards, but must carry them, regular but random checks should be carried out, usually in accordance with the Assignment Instructions. Be firm and consistent.

Where ID Cards are not issued, checks on employees are only carried out in accordance with local Instructions.

Never argue with employees. All violation of Client’s rules and regulations must be reported to the Client’s Representative.

The manner in which a telephone is answered will affect caller’s Impression of a company and reflects good or ill on the person answering the phone. Always speak clearly and unhurriedly, in a clear confident manner giving the name of the assignment.

9.9 Taking Over Assignment

E.g. LSS, Security Officer

May I help you?

It is assumed the caller will identify himself. If he does not, enquire; ‘May I have your name please?’

If it is outside business hours, politely inform the caller that the premises are closed but a message may be left.

Obtain and note the following:-
(a) Date and time  
(b) Name, position and company represented by the caller.  
(c) Name, position and department of the person intended to receive the message.  
(d) Content of the message.  
(e) Is the message urgent, or can it follow the normal course for message.

Read back to the caller the information you have obtained, spelling out names and places to ensure accuracy-

**NEVER DIVULGE NAMES, TELEPHONE NUMBERS OR ADDRESSES OF CLIENT’S EMPLOYEES UNLESS SPECIFICALLY DIRECTED TO DO SO BY THE CLIENT’S AUTHORISED REPRESENTATIVES.**

All messages received should be subject to a brief entry in the Assignment Log Book which should show the message number and any action taken.

1) Be punctual
2) If late/absent – inform Control
3) Read Assignment Log
4) Read Assignment Instructions
5) Sign In (Duty Log)
6) Sign on by telephone to Control
7) Sign for and take over assignment keys
8) Establish if anything unusual has happened / is likely to happen
9) Check equipment – radio, VCR’s etc.
10) Report defects if necessary
11) Ensure you know the emergency procedures

9.10 Make Sure You Know

- How the Alarm System works
- The sound of different alarms
- The location of:-
  - Electricity Main Switches
  - Gas Stop Valves
  - Water Stopcocks
  - Fire Hydrants
  - Wet Risers
  - Dry Risers
- Sprinkler Control Valves
- Drencher Control Valves
- Access Points for Emergency Services

BOOMB THREATS – WHAT TO DO

Stay Calm – 90% of bomb threats are hoaxes – but take them seriously.

DATE: ____________________ TIME: ____________________ am/pm
CALLING FROM: ____________________ Internal phone/External phone/Coin Box

WHAT WAS SAID? (Note down as said or as soon as possible, as exactly as you can)
Where is the bomb?
When will it go off?
What sort of bomb?
Why was it placed?
Who placed it?

Describe details of call (tick any that are appropriate)

<table>
<thead>
<tr>
<th>CALLER-</th>
<th>Male</th>
<th>Female</th>
<th>Adult</th>
<th>Juvenile</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCENT-</td>
<td>Local</td>
<td>Regional</td>
<td>Foreign</td>
<td>Disguised</td>
</tr>
<tr>
<td>VOICE-</td>
<td>Loud</td>
<td>Rough</td>
<td>Soft Educated</td>
<td>High Pitched</td>
</tr>
<tr>
<td>SPEECH-</td>
<td>Fast</td>
<td>Blurred</td>
<td>Slow Distinct</td>
<td>Normal Obscene</td>
</tr>
<tr>
<td>MANNER-</td>
<td>Calm</td>
<td>Regional Coherent</td>
<td>Nervous Irrational Incoherent</td>
<td>Deliberate Angry</td>
</tr>
<tr>
<td>BACKGROUND-</td>
<td>Quiet Office</td>
<td>Music Party Noise</td>
<td>Road Traffic Voices</td>
<td>Factory</td>
</tr>
</tbody>
</table>

Did anything else strike you?

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BOMB THREAT CHECKLIST

1. In the event of a Security Officer receiving a bomb threat over the telephone he is to tick off the relevant heading.
2. At the conclusion of the call the Security Officer is to:
   a. Inform the client immediately
   b. Inform the police
   c. Inform London Security Services (UK) Limited
   d. Assist with the evacuation of the site if the CLIENT DECIDES that this is necessary.

Action to Be Taken On Receipt of a Bomb Threat

Immediately alert someone else if possible (so that the supervisor or manager may be informed) but DO NOT PUT DOWN THE HANDSET OR CUT OFF CONVERSATION.

Obtain as much information as you can.

Try to keep the caller talking (apologise for bad line, ask him to speak up etc.)

Write down the exact message.

<table>
<thead>
<tr>
<th>GUARD’S NAME</th>
<th>SIA BADGE NUMBER</th>
<th>GUARD’S SIGNATURE</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
Multi Trader Food & Bev Market
A Snapshot
Q2 - 2019
A brand new ‘instant ordering platform’ designed in Germany for venues with multiple food and drink traders.
Snap a table QR code with a handset.
Order from a menu.
And pay.
FOOD & BEV DELIVERY
HOW IT WORKS...
APPLY QRs

Simply generate and attach bespoke branded QR codes to your table layout. Each code is unique to a table so orders can be processed, tracked and delivered.
DIGITISATION OF MENUS

TableSnappr
We have an comprehensive backend in Germany that has taken 15 months to develop.

**ON SITE**

- Tablet & printer at each serving station.
- Simple ‘print & input’ overlay system
- Full reporting at the touch of a button
- Trader integration via an app
PAYMENT COLLECTION DISTRIBUTION

- Integrate with trader cash collection
- TableSnappr can manage all payments via Stripe
- Or option to integrate with EPOS system
CASE STUDY (GER) LOWENBASTION

OVERVIEW

- 3 bar operators
- 7 food operators
- Turnover per week - €215K

Summer pop-up premium food market in Hannover Germany.
CASE STUDY (GER) LOWENBASTION

TRADERS BENEFITS
- Increased spend per head 22%
- Orders taken using platform 12%
- Revenues taken through platform 15%
- Improved customer experience.

Summer pop-up premium food market in Hannover Germany.
CASE STUDY (UK) DINERAMA

OVERVIEW

- 10 Food Operators
- 5 bar operators

London’s original pioneering, pop-up street food market.
CASE STUDY (UK) DINERAMA

DINERAMA

London's original pioneering, pop-up street food market.

TRADERS BENEFITS

- Introduction of 3% service charge
- Over 2000 orders in first month
- Improved customer experience
- 5%-10% of trader revenue
RANDOM STATS

- AVERAGE SPEND £13.13
- TOTAL TURNOVER £41,845
- 37% OF SALES APPLEPAY
- USERS FROM 26 COUNTRIES
- 3% OF SALES GPAY
- 60% OF SALES CREDIT / DEBIT CARD
- 72% FOOD SALES
### Street Food Markets: Customer Pain

<table>
<thead>
<tr>
<th>Order</th>
<th>Sierra Nevada IPA beer &amp; Sanchos beef tacos Dirty Vodka Martini &amp; San Renzo Pizza</th>
</tr>
</thead>
</table>

| Jimmy (26) & Nella (25) Purpose - 2nd Date Venue – BoxPark Wembley |

### Current Experience - Multiple counters, long walks & dislocated journey.

<table>
<thead>
<tr>
<th>Secure Table</th>
<th>Walk</th>
<th>Queue</th>
<th>Order</th>
<th>Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver</td>
<td>Walk</td>
<td>Queue</td>
<td>Order food</td>
<td>Collect</td>
</tr>
<tr>
<td>Returns</td>
<td>Walks</td>
<td>Queue</td>
<td>Orders</td>
<td>Pays</td>
</tr>
<tr>
<td>Collects</td>
<td>Returns</td>
<td>Walks</td>
<td>Collects</td>
<td>Walks</td>
</tr>
</tbody>
</table>

**TableSnappr Experience** - Frictionless, effortless social experience

<table>
<thead>
<tr>
<th>Secure Table</th>
<th>Order &amp; Pay</th>
<th>Eat</th>
</tr>
</thead>
</table>
THANK YOU!

For more information & European opportunities contact...

Steve Smith
Info@tablenappr.com
+44 7973 826 471
Introduction

Market Row and Brixton Village markets are both grade II listed buildings and lie within the Brixton Conservation Area,

Hondo Enterprises ("HE") acquired the sites in 2018 with aspirations of enhancing the markets for the benefit of shoppers, traders and the local community.

HE will invest in the Market for the long term. The vision is to enhance the infrastructure for customers and tenants, to help new and existing traders develop thriving businesses through improved support and management systems and to provide space for more traders as well as for creative and cultural activities. Our strategy is designed to increase footfall and trading activity for all tenants and to help the market continue to be a community, cultural and commercial hub within Brixton.

HE’s aim is to breathe life back into Brixton Village and Market Row. HE recognise that one of the ways to increase activity and footfall is to increase the number of food and drink outlets in the scheme. There are clear trends in the London Retail scene, that shopping destinations and high streets can be revitalised with the assistance of the hospitality industry.

Restaurants and cafés increase the ‘dwell time’ in the scheme that will ultimately benefit all types of retailers. With space to sit and linger, it encourages patrons to interact with one another creating a stronger community.

With such a multicultural population in Brixton, we will be able to have a broader range of offerings appealing to all parts of the community and allowing visitors to try something new. People go out to consume food and drink more often than they shop for clothing, leisure or household goods.

An increase in food and drink outlets will establish regular customers. Having a wide range of different uses, other than just retail, will ensure the market is busy throughout the day.

Our Vision, Mission and Values

HE understand that to create a successful vibrant market, and positive culture, an excellent visitor experience needs to be provided with tenants offering goods and services that meet and exceed expectations. This commitment is set out in the Vision, Mission and Values Statement.

Business Objectives

HE has a clear business rationale for the acquisition and development of the site and understands the importance of allocating significant resources to improving the performance of the estate

The business objectives are summarised below;

- Improved facility operation;
- Improved facility maintenance;
- A better visitor experience;
- Improved risk management and a positive health and safety culture;
- Complying with legislation and best practice;
- Visible, professional management presence;
Promoting the diversity of the local area and the visitors and tenants of the market;
Fair tenant management systems;
Clearer statements of tenant obligations and measures to ensure compliance;
Secure top tenants offering value for money products;
Safer and more secure environment for tenants and visitors;
Better understanding of tenant and visitor needs and expectations;
Increased visitor footfall;
Increased return visit frequency;
Increased commercial activity;
Increased trading activity for tenants;
Building positive relationships with local neighbours;
Better stakeholder management and more constructive dialogue;
Better liaison with the local authority and emergency services;
Better quality products and services on offer to visitors;
Compliance with planning and licensing policy; and
Optimisation of space to improve yield from the site
Improved servicing of the markets

Organisation Capability

The current operation of the site is unsatisfactory and inconsistent with HE’s management approach. A review of the operation is already underway. HE is committed to creating and supporting a professional local management team who consistently drive high standards of service to visitors and tenants and liaise proactively with the relevant local stakeholders.

Summary of short, medium and longer terms improvement plans

In this section we set out the aspirations for the “short term” (within 12 months), “medium term” (12 to 24 months) and longer term (2 years plus). These are indicative and will be subject to change depending on the future needs of the businesses.

HE will invest to repair the buildings where needed and make improvements to help traders and attract more customers. In the short term HE will ensure trader premises and the overall infrastructure is safe and fit for purpose by:

- Assessing the condition of all structures in the market to include assessment of:
  - Structural integrity,
  - Drainage,
  - Energy performance,
  - Fire risk,
  - Asbestos risk,
  - Water and electricity services,
  - Health and safety and identifying what needs to be done to bring these up to standard
  - Agreeing with tenants a plan for a prioritised programme of work.

HE will improve the visitor experience by providing:

- Updated lighting and heating;
- Free Wi-Fi;
- Free new WCs;
Cash-points;
Commissioning designs to improve the look and feel of the arcades, making the most of their original features where feasible; and
Improve wayfinding within the markets and signposting the way to the markets for people visiting Brixton.

**Current and Proposed Opening Times and dates,**

Open every Bank Holiday Monday

<table>
<thead>
<tr>
<th>Hours Current</th>
<th>Hours Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday 0600-1800</td>
<td>Monday 0600-0010</td>
</tr>
<tr>
<td>Tuesday 0600-2330</td>
<td>Tuesday 0600-0100</td>
</tr>
<tr>
<td>Wednesday 0600-2330</td>
<td>Wednesday 0600-0100</td>
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<tr>
<td>Saturday 0600-2330</td>
<td>Saturday 0600-0100</td>
</tr>
<tr>
<td>Sunday 0600-2330</td>
<td>Sunday 0600-0100</td>
</tr>
</tbody>
</table>

The rationale for extending the hours of operation is:

- Restaurant and bar tenants need at least an hour to finish serving and get guests to leave their units; clean up; cash up and close down.
- Under current opening hours tenants have to stop serving at 22:30 or earlier even though they have individual licenses allowing them to serve to 23:00 or in some cases 23:30.
- A later closing time for the scheme allows for a slower dispersal of guests, tenants and staff. Rather than everyone leaving the scheme at the same time and creating potential noise problems.
- Longer hours also encourage guests to not finish drinks too quickly and become overly intoxicated.

**History**

Brixton has been a “town centre” for two centuries, largely it has escaped wholesale rebuilding, so certain elements survive. In 1925 Brixton could claim to be South London's largest and best shopping centre. The interwar period saw increased investment in improving shopping facilities.

Today, as a town centre it benefits from excellent public transport links having Brixton underground station at its heart, with Brixton railway station nearby and many bus routes passing through. However, it does suffer from restricted parking with no large car parks in the area.
Brixton Village and Market Row are located in covered arcades providing market shop units for over 140 traders serving customers throughout the week and into the evening.

The Estate comprises the covered Market Row and Brixton Village market arcades, shown on the maps at Appendix 7 to this plan.

Market Row, 40 - 44 Atlantic Road was designed by Andrews and Peascod in 1928. Brixton Village, Coldharbour Lane was built as Granville Arcade in 1937 to designs of Alfred and Vincent Burr.

Both sites were grade II listed in 2010 “by virtue of their cultural importance and contribution to the social and economic history of Brixton, particularly since the 1950s as one of the principal hearts of the Afro-Caribbean community in London, as well as for their architectural importance since such arcades, once more common, are now rare”. HE will therefore ensure that any improvements will respect the nature and heritage of the buildings.

Both are privately owned and operated markets, and as such are not subject to the London Local Authority Act 1990 Section III, which applies to those markets falling under the authority of the London Borough of Lambeth.

The designated street markets in Lambeth are;

- Brixton market comprised of Electric Avenue, Popes Road, Brixton Station Road and Brixton Concourse
- Lower Marsh market, off Westminster Bridge Road, SE1
- Designated isolated pitches throughout the borough.
- Arts and Crafts market in Tunstall Road (Friday & Saturday only).

**Community Engagement**

In order to maintain an active dialogue and to better understand the emerging needs of local stakeholders, HE has commenced an ongoing engagement programme to keep the markets at the heart of Brixton’s community and build on their character and history, while looking to facilitate the needs of future generations. In the first instance, HE is investing in the markets to make them better places to shop and socialise.

HE has given thought to the balance of the market offer, in order to meet changing consumer demands, preserve the commercial viability of the market as a whole and retain the links with the Brixton community.

We are mindful of the need to create a safe environment for staff, visitors and members of the public. We look at how vehicles access the site to service tenants and how this is managed to minimise the impact on our neighbours. Likewise the dispersal of guests and minimising the impact on the local community.

**Profile of visitors**

HE employed Hoxton, specialists in visitor footfall and movement analysis, to gather more information about current visitors to the market. In the future HE will be able to capture more data using the retained footfall analysis to better understand the behaviour of visitors on site.
From information already gathered it is possible to formulate a reasonably detailed picture of footfall patterns. We are happy to provide further details.

Results show that Brixton Village has attracted a slightly higher footfall across a four-month period (57% compared to 43% at Market Row). Most activity is centred around Atlantic Road and Popes Road, and to a lesser extent 1st and 2nd Avenue off Coldharbour Lane.

Footfall for Market Row is predominantly concentrated on Electric Lane and Atlantic Road, with a notably lower proportion from Coldharbour Lane.

By gathering this data and continuing to assess changes in the numbers of visitors and the way they use the markets we can better understand how to manage visitors, for example how and when to deploy additional staff. This helps inform the evolving crowd management plans as well as the provision of better visitor services in the future.

**Site and Building Structure Overview**

**Building Description**

Market Row, built in occupies an infill site between the buildings on Electric Avenue to the north, Atlantic Road to the east, Coldharbour Lane to the south and Electric Lane to the west. There are three entrances and the arcades form a broad T-plan.

Brixton Village (originally named Granville Arcade) and was the second of the markets to be constructed. The markets occupies a trapezoidal plot between Coldharbour Lane to the south, the railway viaducts to the north and west, and the 1904 steam laundry to the east. There are four entrances/exits into the market, two to the south onto Coldharbour Lane, one to the west onto Atlantic Road and a fourth onto Pope’s Road to the north. The double level and ceiling window style of Brixton Village is similar to Market Row.

Market Row and Brixton Village currently comprise a mixture of A1(shops), A3 (Restaurants), A5 (Hot food takeaways) D1 (gallery/studio space) and B1 (offices). The planning history available is limited for Market Row and Brixton Village where only a small number of planning and listed building applications have been made. Appendix 1 provides an outline of what uses and occupiers are within the markets at ground floor level and the planning history that is available online.

**Relevant neighbours**

There are a number of neighbours located within close proximity to the markets. The mix of uses are described below:

**Electric Avenue**

Electric Avenue is mainly characterised by ground floor commercial with residential units above. Market Stalls occupy the centre of the street during the day.

**Electric Lane**

The northern part of Electric Lane is predominantly used for deliveries and service vehicles with no active frontages along this stretch of the road. Electric Lane South of Electric Avenue is the entrance
point for both Reliance Arcade and Market Row. Active shop frontages are at ground floor level with offices above. A Premier Inn Hotel fronts onto Coldharbour Lane. Seven residential units are also located above ground floor at 20 Atlantic Road.

**Coldharbour Lane from Brixton Road to Valentia Place**

Coldharbour Lane, closer to Brixton Road is dominated by a mix of A3 and A1 use classes at ground floor, with a small proportion of non-active frontages. As you move past Atlantic Road, Brixton Village is visible to the left. Beyond Brixton Village the majority of the road is dominated by residential with pockets of ground floor active frontages (A1, A2 & B1) visible within the newer developments.

**Atlantic Road from Brixton Overground Station to Saltorn Road**

Atlantic Road closer to Brixton Overground Station is dominated by ground floor retail units. The road runs alongside the railway line that is located to the left, whilst to the right residential units are seen on the first and second floors. Past Coldharbour Lane, residential units are seen above ground floor commercial units on both sides.

**Popes Road**

Popes Road from Atlantic Road is dominated by street market stalls leading underneath the railway lines. Once past the railway, Pop Brixton sits to the right with the Recreation Centre to the left. Prior to reaching Canterbury Crescent, International House owned and used by Lambeth Council as offices sits to the west of the Road.

**The mix of uses and zoning of uses or activities**

Currently the first floors of both markets are underutilised, many of which are vacant. One of the priorities for HE is to optimise this space for more retail/restaurant space associated with the ground floor units, office space for the area and community facilities where appropriate.

As part of this exercise, a survey has been undertaken to see what uses are located where in the market at ground floor.

**Security**

Security services across the site are provided by London Security Services (UK) Ltd (LSS) who are SIA registered. The management team work closely to ensure a co-ordinated approach to security. The following actions have been completed with the security team over the first few months since taking on management of the site:

- New security radio network installed
- First aid training completed by all security staff
- Defibrillators installed in both Brixton Village & Market Row
- Emergency response procedures developed, and all security staff trained in new procedures
- Emergency preparedness training undertaking with security teams & market management by external health & safety consultant (Ark Workplace Risk), with testing of emergency procedures undertaken

The following sections describe the security infrastructure and operations of the site.
Control Room

HE have identified that over time, improvements must be made to the current set up in order to provide a more professional operating hub to ensure current and future operational capability is significantly improved. The following items are being reviewed and a programme of upgrading and replacing items will be incorporated into the “masterplan of works”

- CCTV System
- Additional/Replacement cameras
- PA system upgrade
- Radio network upgrade
- Remote connectivity for Duty Manager
- Access control upgrade
- Training of operational personnel

Life Safety Systems

HE is surveying the key life safety systems and will prioritise any necessary remedial actions.

Communication network

The current operation relies on radio communication between on-the-ground officers, with the base station located at the existing management office in Market Row.

HE plans to replace the five year old handsets with modern replacements. Coverage of the site with the system is excellent.

CCTV and PA Systems

The current CCTV and PA systems have been inspected and tested. Additional equipment will be added to the systems where necessary, to support the observation of new business units and any additional communication needs. Use of the PA system will be limited and mindful of the impact on neighbouring residents.

Access Control

Currently access control consists of a basic system of chains and padlocks. In time, HE will review access control and uprate the provision as the needs of the business and operation change.

Police, Fire and Ambulance liaison

HE is committed to maintaining the active dialogue with the local police and the emergency services and will work proactively with all the relevant agencies to ensure operations are co-ordinated and the site and facilities are safe and secure.

Incident Response Management

During the initial review there was found to be no existing emergency response system in place. MKAML are implementing their normal Emergency plan tailored to the needs of the markets. This is being undertaken with assistance from ARK Workplace Risk Ltd.
Safety and Security Patrolling

The current patrolling operation is monitored using the ‘Checkpoint’ system which is an electronic system that records fixed points on each security patrol. This system was introduced only 12 months ago and the technology is up to date but HE intend to extend this system to cover the cleaners and porters area.

Intelligence gathering

Through regular liaison with the police and by maintaining an active dialogue with the tenants and residents, HE keeps abreast of any issues that could impact on secure operation.

Prevention of crime and disorder

HE is committed to working with the police and relevant agencies concerned with crime and disorder Public Disorder, Intoxication, Assault, Unlawful Possession, Criminal Damage, Community Safety.

Counter Terrorism

The Market manager liaises regularly with the local Counter Terrorism Officer (CTO) covering South London and meets routinely every 6 months. Following each meeting the CTO provides recommendations on how security can be improved and an action plan is then developed by the Market Manager.

Visitor Management Plan

HE has identified the need to significantly improve the visitor experience as a driver for business success. More visitors, returning more frequently and receiving better service and a wider and better range of facilities, goods and social experiences is the key to the success of the site.

The visitor experience will be improved by systematically challenging the current services and identifying the needs of visitors, as well as creating new services and facilities as part of a greatly improved offer.

HE realise that the management team and operations team are critical to delivering a consistently high standard of service and the recruitment, training and development of team members will underpin the improvements.

Public Safety

Creating and maintaining a safe and welcoming environment for visitors and staff is a business priority and significant resources have been deployed to improve on current provisions. The following are priority issues;

- Developing and maintaining a health and safety culture that ensures all site users are aware of their responsibilities and the correct processes and procedures to follow to reduce risks.
- A stronger sense of ownership and accountability within the operations team, so that potential hazards are identified early and remedial actions taken before an incident occurs.
- Creating a high performing Operations Hub with the capability in systems, processes, procedures and personnel to support the current activities and future developments.
Supervision of visitors accessing the site and identifying individuals or groups who may be a threat to public safety

Higher profile safety and security presence and a demonstrable ability to respond quickly and professionally to incidents

Planning the development of the estate to ensure visitors can safely move around the site without dangerous congestion

Uprating the provision of equipment and trained personnel for medical incidents so these can be handled professionally and effectively.

HE is reviewing the guest experience in terms of levels of comfort and safety and will make improvements where these are identified.

Crowd Management Strategy

HE is aware that plans for increased footfall may require enhanced crowd management techniques and infrastructure to be deployed in the future. The deployment of staff now reflects the improvements in security provision as well as greater supervision for the safe movement of visitors and a higher level of supervision and observation.

Management of noise and guest dispersal is of particular interest. The Market has a policy on Noise Management and Guest Dispersal available to relevant authorities. This should be read in conjunction with our Incident Management Plan.

Crowd management provisions include;

- Awareness of the public access, egress and movements around the site and the locations and timings where additional staff need to be deployed to assist in the safe movement of visitors
- Identified sensitive locations, either as potential congestion points or, in the future, locations where managing visitor behaviour and taking remedial measures will need to be enhanced to deal with higher numbers of visitors
- Dispersal plans at the end of the operating day which include staff encouraging visitors to use the most appropriate departure route
- Addition to the Venue Operations Manual of written policies, procedures and checklists for crowd management operations
- Signage and wayfinding improvements which focus particularly on orientating visitors to the most appropriate arrival and departure routes and reinforcing messages about respect residents and the expectations of behaviour on site
- Maintaining clear and unobstructed access, egress and emergency routes and exits, with greater supervision and housekeeping
- Greater attention to capacity management, in conjunction with the unit managers, in any part of the site, to ensure visitors are appropriately contained and do not spill out into other areas
- Staffing deployment plans that reflect the known visitor routes, congregation points, which are adjusted as changes to the site take place.
- The use of CCTV to observe visitor movement, behaviour and to capture incidents and responses
- Utilisation of barriers to demarcate spaces, reinforce preferred routes and contain visitors in prescribed spaces
- Improved communications with visitor facing staff, the control room and from there, the police and other emergency services.
Enhanced training for staff deployed to support crowd management activities, focusing on best practice in managing conflict, providing high levels of visitor service and the means of reporting and dealing with all foreseeable events in the line of their crowd management duties.

Training records for managers, supervisors and staff kept and reviewed.

Checks to ensure frontline and supervisory staff are SIA accredited and are complying with agreed policies and procedures undertaken frequently by the management team.

Incident logs maintained and reviewed to test operating procedures.

Exercises with unit managers and staff, alongside security personnel to rehearse scenarios where crowd management procedures can be tested and refined.

**Provision of Food and Drink**

The need to provide a more compelling reason to visit is paramount. This includes a more diversified offer, spanning the maximum time frame in the operating day and appealing to a broader audience.

Food and drink must comply with legislation relating to food safety and be consistent with the higher service standards being driven by HE management.

- The Food Hygiene (Markets, Stalls and Delivery Vehicles) Regulations 1966
- Food Safety Act 1990
- The Food Safety and Hygiene (England) Regulations 2013
- The General Food regulations 2004
- EU regulation 178/2002 – Imports (Article 11), Exports (Article 12), Safety (Article 14), Presentation (Article 16), Traceability (Article 18) and Withdrawal, recall and notification (Article 19)
- Lambeth Food Safety Guide

Licensed premises are held to exacting standards by HE and supported by the safety and security infrastructure provided across the site.

HE monitors licensed premises. Alcohol is dispensed entirely within the conditions of the licence.

**Provision of Toilets and Baby changing facilities**

HE is reviewing the toilet and baby changing facilities with plans to improve these in the short, medium and long terms being developed, mindful of the needs of existing and new visitors.

HE has identified the provision of free toilets and for these to be of a considerably higher quality than the current provision as a priority issue to support plans for the much enhanced visitor experience.

**Transport and Servicing**

Liaison with the station operations teams, bus operators and taxi firms will continue, with useful intelligence shared. The provision of additional services and late-night provision will be a consideration for future use of the site, with careful planning to minimise impact on amenity.

**Brixton Village Forecourt (Coldharbour Lane)**

The Brixton Village forecourt on Coldharbour Lane provides two points of access with no formal designation of entry or exit i.e. vehicles can enter/exit by either access. Demountable bollards prevent vehicle access except for the hours of 06:00 – 09:30 each day when vehicles are able to enter for
loading/unloading. Site Management estimates that circa 6-7 vehicles utilise the forecourt area each morning.

**Atlantic Road**

There is a circa 25m long on-street loading bay on the east side of Atlantic Road which is used to service Market Row via its north east access and Brixton Village via the western entrance, both of which are on Atlantic Road. Loading is permitted in the loading bay at any time for a maximum of 30 minutes with no return within 2 hours. A second comparable on-street loading bay lies further north on Atlantic Road on the west side of the carriageway which is easily accessible to Market Row, and also Electric Avenue.

**Electric Lane**

Electric Lane provides restricted access between Atlantic Road via Electric Avenue to the north and Coldharbour Lane to the south, with no entry from Coldharbour Lane. Servicing is permitted to take place between 08:00-09:00 and 17:00-18:00 and principally serves Market Row with goods transferred via the western access on Electric Lane.

**Rushcroft Road**

Rushcroft Road lies to the south of Coldharbour Lane near the southern access of Market Row. It provides on-street loading opportunities using shared use parking bays for either permit holders and or pay at machine users. Restrictions are in operation Monday to Saturday between 08:30 and 18:30.

The markets open at 06:00 and deliveries therefore take place from around this time, continuing through the morning utilising the above locations and based on existing restrictions.

**Travelling to the Market**

The markets are in the heart of Brixton which TfL considers having the highest level of public transport accessibility achievable. This is evidenced by the sites Public Transport Accessibility level (PTAL) rating of 6B.

**Walking & Cycling**

As a town centre location Brixton offers numerous opportunities for walking and combining trips with other modes given the wide range of public transport options. The markets themselves are pedestrianised and connect to footways on the surrounding local road network. There are also pedestrian zones in the local area prioritising pedestrian movement and walking, such as on Electric Avenue and Electric Lane.

There are Santander Cycle Hire docking stations within a short distance of the markets on Ferndale Road to the north (250m) and Saltoun Road to the south (250m). There are also opportunities to park bicycles in the locality, including Sheffield cycle stands outside Brixton Underground Station and interspersed along Atlantic Road and Coldharbour Lane.

Many of the local roads to the markets are suitable for cycling and provide connections to established and dedicated routes such as Quietway Route 25 to the south at Herne Hill and Cycle Superhighway 7 on Clapham Road.
**Rail**

Brixton rail station is situated between the two market sites on Atlantic Road and provides services between London Victoria and destinations in the south east region.

**Underground**

Brixton underground station is located a short walk from the markets on Brixton Road, provides services on the Victoria Line between Brixton and London Victoria. It also offers interchange opportunities to other London Underground lines and is an important transport hub given its town centre location.

The Victoria Line also provides night tube services on Friday and Saturday nights (i.e. 24 hour) with trains running an average of every 10 minutes.

**Bus**

There are numerous bus stops within a short walk of the markets. There are bus stops on Atlantic Road between the markets serving bus route 322 and adjacent to Market Row on Coldharbour Lane (route P5). Further information regarding local bus stops and the bus routes served by each stop is included in the appendices.

**Prevention of public nuisance**

HE have commissioned Big Sky Acoustics to assess the site and develop a Noise Management and Guest Dispersal Policies.

HE will work with the local police and the appointed security service provider to develop plans that deal with the issue of illegal substances and create an environment where all visitors feel safe and secure.

Smoking and Vaping will not be permitted within the market. HE will develop improved policies and procedures which provide visitors with choices and prevent other visitors from being impacted by the choices of others.

HE will carefully consider how music and lighting create a positive visitor experience without impacting negatively on the traditional feel of the market or on local neighbours. HE are conscious of the need to manage noise emanating from the site.

**Recycling**

HE will continue review all current recycling practices to establish how best to deliver services to tenants, maintain a welcoming environment to visitors whilst improving site waste management and meeting environmental best practice guidelines. Particular attention will be paid to;

- Bottles and plastic glasses
- Cardboard
- Food waste
Litter Management

HE have reviewed the existing policies, procedures and practices to identify means of reducing littering and have developed procedures with the cleaning contractor to improve the appearance of the site. The resources allocated to improving the appearance of the markets have increased, alongside higher levels of inspection and supervision, as well as closer liaison with tenants to create a better environment in and around the markets.

An example of this is the increased cleaning regime for the areas around the market entrances, to ensure litter, irrespective of the source, is regularly collected and disposed as part of the site wide upgrade in cleaning services.

We have also introduced a system of waste collection from each unit rather than the old system, where tenants put waste into collection points in the main pedestrian walkways.

Protection of children from harm

HE fully understands their obligations to young and vulnerable people and has developed policies, procedures and practices that tackle issues relating to these visitors. Particular attention will be paid to

- Underage drinking policy
- Underage employment
- Lost Child procedures
- Truancy
- Suspicious behaviour and known predators

Accessibility

HE have reviewed the current provision for visitors with accessibility issues and how the visitor experience and safety provision for these visitors can be improved. The audit by ARK Workplace Risk has identified that the site is meeting most of the required provisions. The report highlights a number of areas where improvements can be made, which are currently being reviewed and actioned. An accessibility audit will be undertaken where significant changes are made to any part of the site.

Contracted in services

Currently HE has the following contracts in place which were inherited from the previous owners.

- Waste removal
- Security
- Fire Alarms
- CCTV
- Pest control
- Alarms
- Hire agreements for Fork lift, cleaning equipment, Access equipment etc.

HE has reviewed all service contracts to ensure they meet the needs of the facility going forward. Future contracts will be let according to the uprated and redefined needs of the site management regime.
Infrastructure Surveys

In order to establish a baseline for planned and preventative maintenance and to prioritise remedial works HE have commissioned the following surveys;

- Subterranean drainage survey
- Electrical survey including audit of tenant power usage and safety of their installations.
- Full CAD survey of the buildings including interior of units, roofs and elevations
- Structural survey of all obvious structural issues
- Initial Asbestos survey covering typical example units from each market and high risk common part areas. Specific R & D surveys will be carried out as the project develops and as each unit becomes vacant.
- Gas survey to establish condition of existing pipe work, existing capacity and usage by traders.
- Town mains water pressure survey
- Glazing and supporting structure survey

Works will be prioritised once the results of the various surveys are received.

The current priority for the management team has been to establish the high-risk issues relating to the fabric of the buildings inherited from the previous owner’s very limited repair and maintenance regime.

Once the management team are satisfied there is a sustainable baseline for the building fabric, a planned preventative maintenance regime will be instigated which ensures basic building safety, security and hygiene issues are dealt with as a matter of course. There will be a layering of additional programmed works targeting the overall improvement of the building from a functional and an aesthetic perspective.

Fire Safety

Fire safety is a strategic priority for HE. The on-going facility management operation will prioritise issues on a risk basis and will ensure both a physical and cultural environment where issues are quickly reported and acted upon professionally.

Structural Maintenance

HE is already undertaking surveys and immediate remedial works to tackle fundamental issues with the building structure. The following issues have been identified as the initial priorities;

- Asbestos identification and protection from harm
- Glazing integrity and protection from harm
- Roofing conditions and uprating the repairs to provide better weather protection
- Edge protection to improve safety for contractors accessing and working in back of house spaces.

Heritage Asset Management

HE is fully aware of the need to protect and maintain the building and the unique attributes of the market, in accordance with its listing status. The Conservation Management Plan (CMP) sets out the details of the estate, the significance of the site as a whole and also specific structural elements. The
development and on-going maintenance and improvement of the site will be consistent with the recommended approach set out in the CMP. KM Heritage or an equally qualified company will be consulted on all planned works impacting on the heritage assets.

The following are seen as the key heritage priorities;

- Building facades
- Building glazed roofs
- The characteristics of the market and linkage to local communities

Policies are also in place for;

- Signage
- Building hoardings
- Scaffolding
- Energy utilisation
- Ventilation
- Electrical Maintenance and Safety
- Gas Maintenance and Safety
- Water Management and Treatment
- Legionella
- Plumbing and Sewerage
- IT Infrastructure
- Daily cleaning regimes
- Periodic deep clean
- Glazing
- Floor and wall surfaces
- Suitability of exiting cleaning machine
- Contract review and re-scoping and tendering if necessary for refuse
- Equipment usage, maintenance and uprating if necessary for refuse
- Collections frequency and locations
- Recycling policy compliance
- Review of service yard usage and functionality
- Creation of localised refuse collection points
- Reduced vehicle movement and noise
- Investment in equipment
- Improved perception of cleanliness
- Levels of supervision
- Better tenant management
- Contract review for pest control
- Reporting and response for pest control
- Regular prevention
- Periodic inspection
- Link to building repair and maintenance programme

**Ongoing Training**

HE has commissioned ARK workplace health and safety specialist to audit the current operating systems and instigate a programme of significant skills and capabilities uprating. The following topics
will be covered by extensive training, briefing, and the creation of policies, standard operating procedures and operational checklists.

- General H & S training
- Quooda H & S management system training
- Fire Training
- Water hygiene training
- First Aid training

**Incident Alert Protocols**

- The alert protocol will apply when a potential or actual incident occurs on site which has the potential to cause injury or harm;
  - Tenants will call the Operation Hub on the dedicated telephone and report the location and nature of the incident.
  - Mobile Safety team members and Mobile Cleaning team members will radio through to the Operations Hub and report the location and nature of the incident.
  - The Operations Hub will issue the following message to all users;
    - “All radio users, Code XX, priority radio messages only until stand down. “
  - All radio users will understand that an incident is taking place and will be ready to respond to the instructions of the Operations Hub as a priority.
  - The Operations Hub will then issue instructions to team members as determined by the Standard Operating Procedures and the Operations Manual.
  - The Operations Team attending the incident will update the Operations Hub and request further assistance if needed or report the incident is no longer causing a risk.
  - The Operations Hub will escalate to the police or emergency services according to the SOP’s and OM if necessary.
  - Once the incident has been dealt with, the Operations Hub will issue the following instruction to all radio users:
    - “All radio users, the previous code XX has been cancelled, normal radio usage permitted”.

**Evacuation Plan Overview**

The Operations Manual contains the full Evacuation Plan, the following overview is provided to demonstrate the methodology;

The mobile operations team’s vigilance, alert protocols, CCTV surveillance and improved life safety and building management systems, will help to ensure that any potential issue is detected early and can quickly be assessed.

The communication protocols between the tenants, operations team, Operations Hub and relevant emergency services will be established, trained, briefed, rehearsed and regularly tested, to ensure response times are quick and effective and that accurate information is gathered and relayed appropriately.

The local assessment of the incident will determine the immediate response, with the safety of visitors, tenants and staff the over-riding priority. If a local evacuation is required, the attending
The operations team will report this to the Operations Hub and support the evacuation, moving people away from the hazard source.

The Operations Hub will inform the emergency services and relay details of the nature and exact location of the incident.

Additional resources will be deployed by the Operations Hub to assist the evacuation, deal appropriately with the hazard and make further assessments about the need to widen any evacuation.

In circumstances where the hazard applies to the whole of the Market Row or Brixton Village facilities, or both, the need to enact a full evacuation will be considered, supported by the processes set out in the OM and SOPs. In these circumstances, all operations staff will be deployed to pre-determined locations to be ready for and to assist in the evacuation.

The Operations Hub will issue the pre-agreed alert instruction to all radio users and issues an announcement using the PA system to prepare the tenants for evacuation. They will also inform the emergency services if they are not already aware of the imminent evacuation.

In some circumstances a full evacuation will, in effect, be led by visitors and tenants or an immediate evacuation will be called via the Operations Hub. In these circumstances the operations team will assist all visitors and tenants to leave the building and direct them away from the building.

The operations team and tenants will attend the pre-agreed muster point to ensure an accurate count of people can be made.

**Terrorist Threat**

HE will take advice from the relevant agencies with regard to deterrence and preventative actions that can be taken. This will include hostile vehicle mitigation infrastructure, CCTV and regular patrolling and reporting.

Standard Operating Procedures will be developed in conjunction with the relevant agencies to develop the response to various terrorist threats. Where possible procedures will be consistent with other similar threat driven circumstances and all staff will therefore understand their primary responsibilities.

**Medical Incident**

HE is reviewing the provision of first response medical assistance on site. This may result in further training being provided to operations team members and being offered to tenants. The review will also cover the provision of “grab bags” of first response equipment and consumables.

Tenants will be instructed to report any medical incident on site, so the issue can be resolved and assessed to identify if preventative measures have been adequate or further if preventative measures are required.

Any operations team member attending a medical incident will inform the Operations Hub and once, resolved, detail the actions taken.

All medical incidents will be recorded in the Operations Hub and regularly reviewed by the HE Management team to identify patterns and to drive a positive health and safety environment for visitors, tenants and staff.
Utilities

The Operations Manual and Standard Operating Procedures will be written, trained and briefed covering all utility related incidents and will include a recovery plan to stabilise the situation and return to normal operations as quickly as is practical.

Structural Issue

In circumstances where a structural issue has been reported, an initial assessment will be made by the Duty Manager. Where there is a threat to safety the area will be isolated and access restriction signage deployed. The Operations Hub will contact the relevant operations team member or retained specialist to arrange a detailed inspection and will lead on instigating any necessary actions to prevent injury or harm.

Security Threat

HE management will liaise with the local police to ensure intelligence is shared and any recommendations made to prevent crime, disorder or public nuisance are followed. This will include security threats to the facilities.

HE is reviewing the current security measures and will instigate a programme of improvements in order to protect visitors, staff, tenants and physical assets from security threats. This will include key utilities, IT infrastructure and business and operational processes and procedures.

The assessment of current security provision will include the process of employing staff, the contractors brought onto site and the letting of units to tenants.

Environmental Hazard

HE management have instigated a review of environmental hazards on site and will follow this up with a series of improvements to site infrastructure, processes and procedures.

Crime in progress

Given the nature of the market an accelerated alert and communication process will be put in place where a crime is in progress. This will help improve capture of the culprit or at least capture of CCTV images that are evidential and will support future prosecution.

Operations staff will receive training and briefing regarding their responsibilities to report accurately the details of any crime committed on the site.

Weather Related

There may be occasions where the weather creates hazards on the site; frozen pathways, torrential rain causing rapid ingress of visitors or substantial leaks, high winds causing concern about fixtures and fittings are a few examples. For each, processes of inspecting the site and procedures for preparing for and reacting to weather warnings will be put in place.

Transport Related

The proximity of public transport is beneficial to the site, however there may be occasions where disruption to transport or an incident on the transport network has an impact on the site operations and, or the visitor experience. The Operations Hub will maintain a good relationship with the transport
authorities and ensure appropriate responses and communication about transport issues are provided to visitors, tenants and staff.

**Health and Safety Management Plan**

HE will continue to develop policies, procedures, training and briefing material to cover the following headings. HE will adopt best practice application of guidance to ensure compliance with relevant legislation.

- Risk Management
- COSHH
- Personal Injury
- Food Hygiene
- Traffic management
- Construction safety
- Working at height
- Lone working
- Lifting and manual handling
- Occupational Health
- Accident and Near miss reporting

**Transport Plan**

See site and building plans on next page.