

The Brunswick Centre London Borough of Camden Operator's Hotel Management Plan

1. Introduction

This statement has been prepared by the owner and operator Whitbread Group Plc in support of the application for Full Planning Permission and Listed Building Consent in respect of the proposed subterranean hotel at the Brunswick Centre.

The primary objectives of the operator's Hotel Management Plan (HMP) are to manage the activities within the development as well as facilitate good relationships with guests, visitors, neighbours and the wider local community whilst also ensuring a pro-active approach to management responsibilities.

The management strategy incorporated in this statement describes the control and management mechanisms to ensure effective running on a day-to-day basis and sets out key details about the servicing and waste management of the development under the following headings:

- Control & Management Mechanisms:
 - Customers & Transport
 - Staffing
 - Management of the lower ground floor and bar
 - Access & security
 - Cleaning
 - Maintenance
 - Waste
 - Rooms
 - Sustainability
- Servicing
- Monitoring & Review

The parameters of this Management Plan will be reviewed once a year to ensure the operator responds to any changes to regulations and the ongoing management of the development.

2. Control and Management Mechanisms

2.1 Customers and transport

As set out in the accompanying Transport Assessment prepared by RGP, it is envisaged that guests and staff will predominantly arrive by public transport or on foot as the site is deemed to have an 'excellent' level of accessibility to public transport services based on TFL's WebCAT tool. A small number of taxi arrivals and departures are expected only. Whitbread do not accept coach parties and therefore do not need to manage them. A dedicated facility for taxis is not considered necessary with options for a kerbside pick-up/drop-off to be investigated.

There is a centralised taxi policy adopted by the hotel that guests can benefit from using.

The vast majority of guest check-ins would occur prior to 10pm and hence the impact on local streets and surrounding amenity late in the evening would be minimised as much as possible, with late check-ins told to ensure that they keep noise and associated disruption to an absolute minimum.

The hotel reception will include several check-in kiosks alongside members of reception staff. These kiosks will aim at reducing the time needed to check-in and will be integrated in the surrounding design. Additionally, guests will be able to access hotel facilities through the use of their mobile phones, thereby reducing the requirement for staff to be present.

Reservations for the hotel will be either online, over the phone and/or in person (walk in) at these kiosks with optional assistance. To minimise the guests' waiting time, no conventional check out is foreseen. If necessary, guests will be able to leave their luggage in a secure back of house area, when handed over to members of staff.

Hub by Premier inn have terms and conditions that a guest has to accept when booking, these can be found here: <https://www.premierinn.com/gb/en/terms/booking-terms-and-conditions-hub.html> we would expect our guests to adhere to this as a code of conduct and if not there is an ability to remove them from staying at the hotel. Staff monitor guests as they check in to ensure they abide with the code of conduct. There are various security systems within the hotel including CCTV cameras at all entrances & exits and a CCTV screen in reception to demonstrate to guests that they are being filmed; this helps to reduce disturbance within the local area. This coupled with the terms & conditions and the code of conduct enables the hotel to minimise the effect, if any, that the guests would have on the local area.

We have a guide to kindness that the business puts into the hotel which states about behaviours we expect guests to comply with. As a business we also provide a goodnight guarantee so therefore expect guests to behave quietly and do everything we can to avoid noise disruption to guests and neighbours. We expect mutual respect between guests and staff.

The dissemination of information from the hotel staff to the guests of the hotel is primarily via the reception desk at the point of check-in. In addition, pre-arrival email is used to contact guests and

other points of contact are in the F&B area. If something urgent happens such as no hot water as a last resort letters would be placed under doors.

2.2 Staffing

Whitbread is committed to investing in skills and employment for the current and future workforce. With Premier Inn being the fastest growing hotel brand in the UK, it is increasingly important for the company to widen its net to attract and retain people. Whitbread aims to employ staff from the local area and surrounding areas for the F&B area.

Prior to occupation the new openings team will broker a meeting with the hotel team and the council's economic development local procurement team, to discuss employment and skills objectives. A draft Employment and Skills Plan has been submitted in support of this application for Full Planning Permission and Listed Building Consent.

We have our own safety training in particular child safety course that staff must complete before going into active service.

The hotel and lounge staff will work on a shift basis; the hotel will be in continuous operation and the lounge operating on licenced hours. It is anticipated that there will be up to fifty-five staff employed, however there will not be more than fifteen on duty at any one time.

It is anticipated that the staff will travel to work by public transport, bicycle or on foot and will enter the hotel at ground level via the entrance on Marchmont Street.

Staff will not be permitted to smoke in groups outside the hotel.

The hotel manager would provide a designated community contact so that any issues affecting the local residents can be dealt with in an efficient manner and create a point of reference for local issues should they wish to raise any issues arising from the operation of the hotel. It would be deputised to the deputy hotel manager should the hotel manager not be on site at any given point. The duty managers also have the ability to investigate and act on behalf of the hotel manager should issues arise that local residents need to contact the hotel with.

The hotel will always be staffed on a rota, not only for the service of our guests but also for safety and security reasons. We are always manned to a certain level 24/7. There will be a minimum of at least one person on at any given time. Duty managers will always be on the rota to field any further issues that might arise from local residents.

2.3 Management of the lower ground floor lounge and bar

A F&B area at the lower ground floor within the hotel will be accessed from within the hotel via stairs or lift. The concept of the brand's F&B area lends itself to co-working space as well as a lounge area for leisure guests and the public. Ample small power outlets by seating and air chargers for mobile phones and tablets will be provided.

The lower ground F&B area will be fully managed by the hotel staff and overseen by the hotel manager. The opening hours of the F&B area will be from 6.30am for internal guests and from 7am until 11pm for external guests; subject to licence.

The F&B area will act as a meeting point for co-working, guests and the public to enjoy the space. The F&B area will be staffed on the timings of opening subject to licencing.

The kitchen will offer 3-4 warm dishes throughout the day until 9pm. There will be no room service so that guests can engage socially over some food and drinks in the F&B area.

Suitable receptacles shall be provided for smokers to dispose of cigarette butts within the limited designated existing smoking areas given due regard to safety and security once the building is complete. It will be covered by a CCTV system, which will be installed at the premises in line with the legislative guidance.

Door Supervisors will be instated, if necessary, at certain events to ensure efficient and safe management.

There are no additional ancillary areas that would be used for private hire, as a business we don't accept private hire. Our restaurant is available to all guests at all times within licenced hours.

2.4 Access and security

The safety and security of the staff members and hotel customers is of high importance. The staff will be encouraged to be visible when on duty at the front of house areas and to be as observant as possible to the environment. The main entrance of the hotel via Marchmont Street will be occupied by staff at all times 24/7.

The overall policy in Premier Inn hotels is for the back of house and fire escape (from external entry only) doors to be locked at all times. Reception is always manned 24/7 and there is a sightline to the front door via a balustraded opening. There is a Guardian CCTV system installed at all entrances and the entrances are open during 7am-11pm, after which there is a KABA lock which is enabled to allow card access only. There is a further controlled entrance to the bedroom corridor and then bedroom locks for the required levels of security. There is also permanent KABA lock restriction in between the service entrance, back of house, retail units and hotel operation areas at all times.

The business has a CCTV Operational Guide that details the use of the CCTV, requests to view or use the CCTV images, location of cameras, maintenance of system, CCTV signage and training awareness. If any further information is needed a contact is also provided on this guide.



PI&R CCTV Operational Guide

January 2019

Introduction

- This Guide is addressed to all Premier Inn Management employees and Restaurant General Managers, and sets out the key issues, and processes to be followed, with respect to CCTV use at our hotels and restaurants.
- Our use of CCTV and recorded images must comply with data protection laws. Failure to comply may result in significant financial and other consequences for PI&R. It may also constitute grounds for disciplinary action against relevant employees.

Responsibilities

- You are responsible for the day-to-day operation of CCTV systems at your site/s, as described in this Guide. You should nominate a deputy/assistant to be responsible in your absence, and make sure he or she is familiar with this Guide.
- You will be supported by:
 - the Employee Relations Team and Safety & Security Team in respect of requests for access to CCTV images by employees or third parties
 - your Field Services Manager (FSM) and our nominated contractors in respect of repairs and maintenance

CCTV Materials

- Each site should have the following:
 - Optical discs or, for some sites, VHS tapes for copying images
 - CCTV user manual / guide
- In addition, the following forms are available on the Safety & Security Intranet:
 - Data Access Request Form
 - CCTV Incident Report Form
- Contact your Regional Safety & Security Manager with any questions

Use of CCTV

- Our CCTV must be used only to:
 - ensure the security of our business, Team Members and guests/customers
 - prevent, detect or investigate crime
 - apprehend and prosecute offenders
- The CCTV must not be used for employee monitoring

Security of systems and images

- Access to the CCTV systems, hard drive and recordings should be restricted to you/your deputy and other Team Members who require access as part of their job. The Safety & Security Team and Data Protection Officer, and any person authorised by them, may also have access.
- No-one else - including other Team Members - should be allowed to view the images or recordings, or have access to the systems, unless authorised by the Safety & Security Team or Data Protection Officer.
- You should keep the CCTV viewing screen and hard drive, all CCTV records, and discs/tapes onto which recorded images are downloaded, in your office or other secure place at site.
- Any information or images obtained from or relating to the CCTV must be treated in the strictest confidence.
- Passwords for access to the CCTV systems must be kept confidential.

Requests to view or take copies of images

- We must not provide access to, or copies of, CCTV images to anyone unless we are legally permitted or required to do so.
- We are, however, legally required to respond to any request for access to our CCTV images within a maximum of 30 days of receipt.
- If you receive a request for access to or copies of CCTV images from any person (including the Police or any guest), you should inform the Safety & Security Team immediately at the email address below:
safetysecurity@whitbread.com
- They will advise what (if any) further action you need to take, and will manage our response to the request.

- They may ask you to provide the person with a Data Access Request Form for them to complete and return to Head Office. The form is available on the Safety & Security intranet.
- If you are instructed to make a copy of any images, use the discs / tapes provided and follow the guidance notes provided. Discs / tapes containing CCTV images should be handed in person or sent by secure delivery service to the appropriate team, as noted above.
- You should use the CCTV Incident Report Form to make a record of all viewings of recorded images. The form of report is available on the Safety & Security intranet.
- If in any doubt on the process to be followed, please seek advice, as applicable, from the Safety & Security Team or Employee Relations Team in the first instance.
- Please make sure that all Team Members are aware of and understand this key process and report any requests to you or your deputy/assistant immediately.

Location of cameras

- Installation of (and any relocation or removal of) the systems and cameras should only be carried out by our nominated contractor.
- You must not move or adjust cameras or do anything else that may affect their functionality.

System functionality and maintenance

- Where this has been agreed with Whitbread, our nominated contractor will provide planned preventative maintenance (PPM). The contractor will arrange PPM through Ostara. Please advise your FSM if the contractor fails to attend as planned.
- In any event, you should:
 - carry out a regular check of the system to ensure that it is working and recording images correctly
 - arrange minor maintenance work through your FSM in the first instance
 - arrange and record repair of other faults or damage by our appointed contractor for your region as soon as possible through Ostara

CCTV signage

- CCTV signage must be clearly on display to the public at site. Our appointed contractor will fit signage on installation of the system.
- If signage is missing or damaged, please order new signage through Ostara.

Training & awareness

- Our chosen contractor should provide training on installation of the CCTV system. You should make sure that this is provided and, if it is not, you should contact the provider to arrange it.
- You should make sure that all Team Members are made aware of this Guide, but in particular those whose role means that they will, or are more likely to, have some involvement with our CCTV.

Further questions

- If you have any questions on this Guide, please contact the Safety & Security Team or Employee Relations Team, as appropriate.

Key Contact Details

Director of Safety & Security
Tel: 01582 88829
Email: safetysecurity@whitbread.com

Employee Relations Team
Tel: 01582 844 344
Email: employmentpolicy@whitbread.com

Data Protection Officer
Tel :01582 844 443
Email Restaurants: customerprivacy@whitbread.com
Email Premier Inn: questprivacy@premierinn.com

2.5 Cleaning

The behaviour of guests and their enjoyment of their stay with us are influenced by the quality and standard of their living environment, with a clean, good quality environment engendering respect and appropriate behaviour. To maintain a good quality living environment, all communal areas of the building will be cleaned as a minimum daily and guest bedrooms and bathrooms will be cleaned at the request of a guest if staying for more than one night. Linen will be changed on request of the guest and towels will be changed on guests' request. Cleaning will occur and fresh linen provided every time guest(s) leave and there is a changeover.

2.6 Maintenance

Maintenance across the building will be undertaken by our dedicated site maintenance manager (with specialist maintenance teams where necessary). Their contact details will be made available upon request. The hotel shall endeavour to ensure external areas around the hotel remain free of litter, waste and other debris to ensure a safe and clean environment.

2.7 Waste

The hotel will be provided with a secure bin store to accommodate the waste generated, access to which will be facilitated from the service ramp on Marchmont Street. The bin store has been sized based on the operator's experience of numerous other hotels, with consideration to the number of bedrooms contained within the development.

The refuse store will contain designated bins for general waste, mixed dry recycling, glass and food waste. These bins will each be a bespoke colour and will be clearly labelled, with posters displayed in the store confirming what materials can go into each waste stream.

The bin store will be secure and would have drainage points to keep these areas clean. The hotel management will request the services of a cleaning company in the unlikely occurrence that large spillages occur within the refuse store or should any issue be identified regarding the condition of bins on-site.

The hotel operator will arrange for waste and recycling collections to be undertaken by an accredited private contractor in collaboration with the existing centre management waste strategy. Vehicles will access the waste collection point by driving down the service ramp on Marchmont Street. There is a service road around the perimeter of the lower ground level and vehicles will traverse the perimeter road and will load waste from the unit entrance. Further reference is provided in the transport documents prepared by RGP and submitted in support of this application for Full Planning Permission and Listed Building Consent.

Furthermore, waste bins will be provided in each hotel room and within the reception / staff room areas. These will be emptied by the housekeeping team, with the resulting waste transferred into the main bin store.

The Hotel Manager will inform employees of the refuse / recycling processes to ensure that they are fully aware of the requirements. This approach will be maintained via up-to-date information placed on the staff notice board. Whitbread also have an online educational tool called 'Say No to Landfill' which is mandatory for all employees to complete.

2.8 Rooms

The maximum capacity is expected to be circa 414 hotel guests based on the 207 bedrooms proposed.

2.9 Sustainability

The development will adhere to regulatory requirements concerning its sustainability credentials, ensuring that best practices are in place to minimise any impacts on the environments. The target for BREEAM is Outstanding. Whitbread has a NetZero target of 2040, with small targets before then such as eradicating gas in new build by 2030 (this hotel will be 'all electric'). As a business Whitbread is dedicated to ensuring sustainable practices set out in our Force for Good campaign are met.

3. Servicing

As detailed in the Transport Assessment and Delivery, Servicing Management Plan prepared by RGP a total of 14 delivery vehicle visits would be anticipated over the course of a typical week, equating to an average of 2 delivery vehicle visits per day.

Each Whitbread vehicle aims to achieve the lowest possible emissions, with Whitbread committed to operating below current emission standards with many of the vehicles operating at Euro 6 standards and all new vehicles to the fleet being Ultra Low Emission Zone (ULEZ) compliant. Ongoing investment is also being made in other technology to reduce the environmental footprint of all Whitbread's delivery vehicles.

A site-specific delivery schedule will be prepared to ensure deliveries do not overlap and hence ensure only one delivery vehicle is scheduled to arrive at any given time. The Operations Manager for the hotel will be responsible for monitoring delivery vehicle movements and ensuring compliance, liaising with central Whitbread Management and the hotel's delivery suppliers. Their contact details will be made available upon request.

In order to optimise the distribution of deliveries through the building and to ensure that the delivery areas do not become cluttered, all food, beverage and other products received shall be immediately distributed to the respective storage area.

4. Monitoring and Review

The General Manager (or Duty Manager) will implement and monitor the HMP. Their contact details will be made available upon request. The HMP will be undertaken to ensure the aims and objectives are being undertaken and reflect any relevant changes in relation to politics or procedures associated with the hotel or commercial use.

Observations will be recorded and where appropriate incorporated into the HMP as part of a periodic annual review.

In addition, the General or Duty Management will review any feedback / comments received from guests/ visitors, neighbours and the wider community to ensure they are reflected in any HMP amendments going forward.