



SAVILLE THEATRE

135 SHAFTESBURY AVENUE

OPERATIONAL MANAGEMENT PLAN
HOTEL USE

citizenM London SOHO

135 Shaftesbury Avenue

Borough of Camden, London

DRAFT Operational Management Plan

March 2024



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1.0 INTRODUCTION

1.1 This Management Plan is submitted in support of a full application for planning application and listed building consent for:

“Part demolition, restoration and refurbishment of the existing Grade II listed building, roof extension, and excavation of basement space, to provide a theatre at lower levels, with ancillary restaurant / bar space (Sui Generis) at ground floor level; and hotel (Class C1) at upper levels; provision of ancillary cycle parking, servicing and rooftop plant, and other associated works.”

1.2 The Application site is located at 135-149 Shaftesbury Avenue, London, WC2H 8AH. The site is located on the northern side of Shaftesbury Avenue. It is an island site bound to the north by New Compton Street and Phoenix Gardens, to the east by St Giles Passage to the south by Shaftesbury and the West by Stacey Street. Surrounding development is defined by a variety of land uses and buildings of varying ages.

1.3 The granting and implementation of the planning permission would change the character of the building from its current use as a cinema to a mixed-use offer comprising of a theatre and a hotel.

1.4 The purpose of this Management Plan is to address the operational and management issues associated with the Hotel (Class C1) use to ensure that the hotel use does not have any adverse impacts on the neighbouring residents and their amenity.

1.5 This Management Plan is based on a detailed consideration of the day to day operation of the site to understand where conflicts may arise to ensure these are mitigated. To ensure that the day to day use and operation of the hotel would not unacceptably affect the amenity of local residents in particular, but also those using the surrounding buildings, streets and public spaces.

1.6 This DRAFT Operations Management Plan will include the following:

- Arrangements for managing the potential of noise and disturbance from any food and beverage area affecting neighbouring properties;

- Arrangements for managing the potential of noise and disturbance from hotel guests congregating, arriving and leaving the building;
- Arrangements for smoking for staff and guests;
- Arrangements for dealing with waste bottles;
- Clear process on providing information to guests on how to reach the site via public transport and how this will be prioritised online and with booking information and confirmation details.

Hotel Vision

- 1.7 Citizen M mission is to become the leading transformational hotel; inspiring a new generation of modern travellers in the big cities of the world by offering an affordable luxury lifestyle.
- 1.8 This will be a hybrid hotel that is not just a place to sleep, but somewhere to work, relax and play. To meet like-minded people and get inspired.
- 1.9 CitizenM wants to do the right thing for its guests, employees, business partners and the community that host them. Behaving appropriately and ethically in all of their dealings and all circumstances is essential.
- 1.10 We began in 2008 and now have hotels across three continents, with more than one hotel in Paris, London, Amsterdam and New York. At the moment we have 40 hotels, 8,545 rooms and want to grow their affordable luxury brand wherever travel-thirsty citizens want to go next.
- 1.11 CitizenM London Soho will be the fifth London location offering its unique affordable luxury 4* experience on the doorstep of one of London's famous theatre area, London Soho.
- 1.12 The hotel will principally consist of hotel accommodation (200+ bedrooms) together with an ancillary bar and restaurant area. The hotel will be serviced 24 hours a day by a personable team of staff that are there to offer an attentive and welcoming guest experience.
- 1.13 The hotel will be operated and maintained to the highest standards to provide a high quality guest experience.

- 1.14 The hotel lobby will provide a front of house space for the hotel guests whilst providing free resident access to the communal areas to use for work or social activities.

2.0 TRAVEL ARRANGEMENTS AND ACCESS

- 2.1 The hotel fronts Shaftesbury Avenue and Stacey Street and is located in an area of excellent public transport accessibility, with a PTAL score of 6b.
- 2.2 This highly connected location within central London allows for a range of sustainable transport modes without the requirements for private vehicles or taxis. The Site is surrounded by a pedestrian network of very high quality and has frequent and nearby bus stops and underground services.
- 2.3 There are a total of 5 long stay and 12 short stay cycle parking racks for hotel guests and employees which will be provided inside the building for security and safety purposes. Public cycle parking is available on Stacey Street in front of the hotel for short-stay visits. If a resident guest has travelled by bike, they will be able to store their bicycle securely inside the hotel. This process will be managed by staff for health & safety and building-security reasons.
- 2.4 In terms of management of the arrival and departure of taxis, given the nature and location of the hotel it is anticipated that there will be a high reliance on public transport for guest arrivals and departures and a low number of vehicular pick-ups and drop-offs.
- 2.5 As a result, no taxi rank is proposed for the hotel as the Site is exceptionally located with easily accessible public transport. For any guests that require a taxi a TFL appointed taxi rank located adjoined to Dominion Theatre on Tottenham Court Road which can be accessed on foot in five minutes.
- 2.6 The hotel staff will be on hand to advise and manage the low amount of pick-up and drop-offs. This will ensure there is no adverse impacts to neighbours and will allow guests to efficiently enter and egress the hotel.

3.0 HOURS OF OPERATION AND PUBLIC ACCESS STRATEGY

- 3.1 As is common with all hotels, it will be operational and accessible to resident guests 24 hours a day, 7 days a week. The hotel reception and bar will be staffed at all times in order to welcome guests and ensure a comfortable and inviting stay.
- 3.2 These staff will ensure that the guests do not cause unnecessary amenity harm to nearby residents or other hotel guests.
- 3.3 The front of house facilities will be open to visitors (non-resident) of the hotel between the hours of 8am - 11pm 7 days a week. Outside of these hours guests will be able to access the hotel with their key fob to ensure security for the hotel and their guests.
- 3.4 During the opening hours staff will be readily available for all guests and visitors to support a welcoming environment, and minimising disturbance to hotel guests and neighbouring properties.
- 3.5 A staffed bar and dining area will provide a wide range of food and beverage. This is on Level 5 of the building and there is no external space for the guests, which ensures the potential noise and impact to nearby residents is significantly reduced.
- 3.6 The ground floor of the hotel (L5 of the building) will host the restaurant/bar to principally serve hotel guests during their stay, and also serve as a co-working / living space for visitors of the hotel.

4.0 Delivery and Servicing and Waste Management

- 4.1 The hotel will be principally serviced via the on-street loading bay located on New Compton Street along the Site’s northern frontage. Deliveries will be directed to the loading bays on New Compton Street.
- 4.2 Delivery vehicles will be directed along New Compton Street to deliver or pick up at Saville Theatre and then will turn down Stacey Street to exit at Shaftesbury Avenue. This will ensure no adverse impacts to neighbouring residents as the vehicles will be booked in so only one vehicle will arrive at one time and this one-way passage allows for less manoeuvring for large vehicles, reducing noise and congestion impacts.
- 4.3 All servicing activity would be accommodated between the hours of 08:00 – 20:00, to protect neighbouring amenity near New Compton Street.
- 4.4 A booking schedule will be implemented to ensure that the arrival of servicing vehicles is spread across the day and does not create any congestion.
- 4.5 Due to the limited amount of traffic and deliveries no management of traffic for the loading bays is required. The vehicles will be advised in advanced of the delivery route and will have to use the booking system.
- 4.6 The delivery frequency are summarised below:

Delivery Type	Typical Frequency (per week)
Catering Deliveries	7 per week
Beverage Deliveries	12 deliveries per week across 3 days
Hotel Supply Deliveries	1 per week
Waste Collection	3 per week
Linen Deliveries	7 per week

- 4.7 The above deliveries will be spread across the hours of 08:00 – 20:00 and outside of these hours vehicles would not be able to access the site.
- 4.8 In terms of waste management, all refuse will be collected on-street from New Compton Street. The General Manager of the hotel will be responsible for liaising with the waste management contractor and delivery suppliers to

schedule vehicle times. Further details are provided in the Delivery and Servicing Management Plan and Waste and Servicing Plan.

- 4.9 The waste will be segregated internally into different waste streams to ensure the quantum of waste is reduced to limit the collection times.
- 4.10 The hotel will provide interim waste and recycling storage within the premises prior to pick-up at the pre-designated time slots. This will ensure no negative impacts are created from uncontained waste storage.
- 4.11 The loading bay located on New Compton Street provides convenient access to a street level service entrance to the hotel building. The service entrance will be secured and can be opened on request by the front desk staff.
- 4.12 At the time of waste collection, the appointed waste management contractor will park their refuse collection vehicle on New Compton Street. Waste containers would then be transferred from the hotel waste store accessed from St Giles Passage to New Compton Street.

5.0 STAFFING

- 5.1 At the time of waste collection, the appointed waste management contractor will park their refuse collection vehicle on New Compton Street. Waste containers would then be transferred from the hotel waste store accessed from St Giles Passage to New Compton Street.
- 5.2 The hotel will employ approximately 20 full time employees covering day and night shifts. In general, it is expected that there will be 4 team members attending the hotel during the day and 2-3 team members attending the hotel during the overnight period.
- 5.3 All staff will access the site via a dedicated entrance from New Compton Street that will be controlled internally by key card access. Staff will then be able to gain access to the basement areas by staircase or lift where staff facilities will be located, including bike storage, changing facilities, lockers, and showers.

5.4 The hotel management will monitor, control and restrict staff activity, if necessary, in the area around the hotel in order to prevent any disturbance to neighbouring properties. The behaviour standards expected of hotel staff will be set out under the terms and conditions of employment.

6.0 NOISE AND DISTURBANCE

- 6.1 The hotel management will monitor, control and restrict staff activity, if necessary, in the area around the hotel in order to prevent any disturbance to neighbouring properties. The behaviour standards expected of hotel staff will be set out under the terms and conditions of employment.
- 6.2 The citizenM London Soho does not offer any external areas for guests to enjoy food and beverage and as such there is little or no potential for neighbours to be disturbed. Guests will not be allowed to leave the premises with any open alcoholic beverages purchased on site.
- 6.3 For guests who wish to smoke a floor-standing outdoor ashtray will be provided in close proximity to the hotel entrance. There is no formal limit on the number of guests that might assemble outside but the reception staff will observe such activity and intervene subject to the time of day and the nature of the group.
- 6.4 Staff who wish to smoke during a break will be asked to do so away from the hotel and encouraged to take a circular walk.
- 6.5 Upon arrival hotel guests are invited to use the self-check-in service and consequently the reception staff are 'floating' (i.e., are not required to remain behind a desk) and are available to assist guests as required, for example with doors, moving luggage or offering directions.
- 6.6 The front of house area will always be staffed, 24 hours a day and the staff will ensure no anti-social behaviour occurs. After 23:00 the hotel will be shut to visitors and only hotel guests will be allowed to enter via key card access.

7 PROMOTION OF PUBLIC TRANSPORT

- 7.1 A separate Travel Plan document for the hotel has been prepared in accordance with the requirements of BREEAM which offers details in respect of public transport locations, choices, and frequencies as well as access by other modes.
- 7.2 A guest's choice of hotel location is often determined by the station of arrival or the places they wish to visit the most and the citizenM website offers simple information to assist guests in their choice. The pages for citizen M London soho have not been prepared yet, but an example of the webpage information for citizenM Bankside is shown overleaf, with a clear map identifying the hotel in relation to local stations and an accompanying graphic advising on approximate walking times. A similar format will be applied at citizenM London Soho. It will be clearly stated that the hotel does not offer any on-site parking or subsidise any off-site parking.

8.0 SECURITY

- 8.1 In normal operation, members of the public and guests will not be subject to search as is normal in hotels in London and elsewhere. Screening of hand baggage will be deployed as necessary during times of heightened alert.
- 8.2 CCTV and electronic security systems will be incorporated as necessary to provide surveillance of the public areas within the hotel. The CCTV coverage will extend to the circulation corridors within the hotel and back of house.
- 8.3 CCTV cameras will be deployed at all entrances and along the perimeter of the site during Operation. Images from the CCTV system will be stored on site for a minimum of 30 days and will be made available on request to the Police in accordance with the Data Protection Act.
- 8.4 All Exits will have Intruder alarm controls.
- 8.5 The CCTV and electronic security systems will be based on an Operational Requirement (OR) process which is a statement of need based upon a thorough and systematic assessment of the problem to be solved and the hoped-for solutions. An OR is critical to ensuring security needs are met and various stakeholder opinions and concerns are addressed.
- 8.6 Design and operational details of the CCTV cameras will be provided to security stakeholders, planning authorities during design development to allow stakeholder consultation and approval. Crowded places and shelter in place/evacuation.
- 8.7 The security plan will be based on a combination of trained security staff and physical security measures designed to protect persons using the building.
- 8.8 The CCTV and security plan include the entrances and exits of the building, these will monitor if any anti-social behaviour occurs and the staff will act accordingly to protect the neighbouring amenity and limit noise nuisance.

9.0 OTHER MATTERS

- 9.1 The hotel operator will provide local residents and businesses with a direct telephone number and contact (which is also available online) in order that any concerns can be communicated quickly and effectively to the hotel management.
- 9.2 Citizen M wishes to maintain excellent relations with our neighbours, surrounding occupiers and members of the public.
- 9.3 A member of management staff will be on site during trading hours to assist with any questions/queries/complaints that residents, surrounding occupiers and members of the public may have.
- 9.4 If complaints arise, they will be recorded including the date, time, name, cause and action undertaken and submitted to the council if necessary.