

112a Great Russell Street

Draft Hotel Management Plan

1. Executive Summary

- 1.1. This document sets out the guiding operation and management principles that the future hotel operator must adhere to, ensuring that there is minimal impact upon the adjacent properties. These will be reflected in the future operator's HMP to be submitted and approved by Camden prior to occupation.
- 1.2. Following post-submission consultation with local stakeholders, and in response to consultation responses received by Camden, this document has been updated to address key local concerns specific to the area. These key revisions include:
 - Confirmation of a preference to recruit locally and contribute to the local apprentice scheme to be outlined in the Employment and Training Plan;
 - The inclusions of a new Cycle Hire Docking Station along Adeline Place;
 - Restricting group bookings to a maximum of eight guests and therefore mitigating coach drop-offs in the local area;
 - Measures to control noise and general disturbance at street level as a possible consequence of the hotel operation. In particular the documents seeks to limit possible adverse impacts the increased level of activity at street level, for example providing a security presence to break up large groups and providing a designated smoking area.
 - Further details regarding servicing arrangements and hours of operation;
 - A plant maintenance schedule will also be included in the final HMP to ensure that plant is serviced regularly to avoid noise problems associated with poorly maintained plant.

2. Introduction

- 2.1. This Draft Hotel Management Plan (dHMP) has been prepared in support of the proposed development of the car park located in the basement of the existing YMCA Building. The proposal is for the change of use of the car park to a 166 bedroom hotel.

- 2.2. This dHMP sets out the guiding operation and management principles that seek to ensure that operations are managed in a way that respects the amenity of the neighbourhood.
- 2.3. The dHMP is to be treated as proposed 'Heads of Terms' for the final HMP. As a condition attached to the permission, this document and the final HMP aims to address the local concerns regarding the hotel use and protect the stakeholders interests irrespective of whether the operator changes in the future.
- 2.4. Whilst this document sets out the guiding principles, certain aspects of the hotels operation will be subject to specific operator requirements and procedures. The final HMP will address this and provide additional information outlined in Appendix A.
- 2.5. The final HMP will be prepared in consultation with local stakeholders and submitted to Camden for approval prior to occupation.
- 2.6. To ensure that the HMP remains relevant, the plan will be reviewed annually for the first 5 years after the completion of the hotel. This will be secured by a S106 agreement.

3. Hotel Operations

3.1. General

- 3.1.1. The hotel operator is yet to be determined, however the principles outlined in this plan have been prepared through consultation with a number of international hotel operators active within the area.
- 3.1.2. The hotel will operate and be managed and secured 24 hours a day.
- 3.1.3. Due to the hotel's central London location and size limitations, the hotel will not include any food and beverage services. Instead, guests will be directed by staff to the extensive food and entertainment options already in the surrounding area.
- 3.1.4. Prior to occupation, an Employment and Training Plan (see Appendix C) will be submitted to Camden Council for approval. The plan will provide apprenticeships and jobs for local residents during both the construction phase and the operation of the hotel.

3.2. Concierge Desk - Street Level

- 3.2.1. The concierge/security desk will be located within the main entrance located at street level.

- 3.2.2. The entrance will operate 24hrs and be staffed at all times by either concierge or security staff.

3.3. Reception and Communal Areas - Level -4 & -5

- 3.3.1. The hotel reception will be located on Level -4 and operate 24 hours a day. Guests will be directed to the reception from the ground floor entrance by the concierge and signage.
- 3.3.2. All staff will be properly trained to assist guests upon arrival and departure. In addition to the traditional check-in facilities, the hotel will offer automated check-ins with a virtual host service.
- 3.3.3. Communal lounge areas and meeting points will be split between Level -4 and -5 offer and provide comfortable social seating areas, vending machines and high speed Wi-Fi.
- 3.3.4. The core of the back of house ancillary areas, e.g. housekeeping, staff amenities, offices for hotel admin and reservation, and security control centre, will be located at Level -4.
- 3.3.5. Additional maid rooms that will act as storage areas for housekeeping staff will be disbursed throughout the hotel.

3.4. Guestrooms - Level -4 & -5

- 3.4.1. All hotel bedrooms (166) will be located at Level -4 & -5. Rooms are compact and simple, streamlining non-essential room amenities and technology.

4. Hours of Operation

- 4.1.1. The hotel will operate 24 hours, 7 days a week.

5. Capacity

- 5.1. The hotel will be carefully managed to ensure maximum capacities are not exceeded. A fire risk assessment has been prepared to inform the design of the hotel ensuring that the premises will be operated within a safe capacity.
- 5.2. Staff will be trained to manage this and booking and counting facilities will make sure capacities are controlled at all time.

6. Entrance and Access

- 6.1. The main entrance to the hotel will be at street level through the existing pedestrian access/egress for the car park on Great Russell Street. This entrance will be used for private access to the hotel for resident guests.
- 6.2. Disabled access will also be provided via this entrance with access maintained throughout all of the hotel's communal areas and 10% of the bedrooms.
- 6.3. The entrance will be open and staffed 24 hours a day, 7 days a week.
- 6.4. All access into and out of the building will be carefully controlled and monitored.
- 6.5. A key concern identified during consultation was the possible noise and general disturbance caused as a consequence of the hotel operation. In particular, concerns about the increased level of activity on the street frontage for example people congregating or smoking.
- 6.6. To ensure that the privacy and peace of the neighbouring residential community is not disturbed, a Street Management Policy, to be included in the final Hotel Management Plan, will be put in place to effectively manage anyone within the vicinity of the Hotel.
- 6.7. The Street Management Policy will also ensure to limit any adverse impacts caused by the hotels operations. For example, guests and staff will be directed towards the existing smoking area for the adjacent casino located on the corner of Tottenham Court Road and Great Russell Street. This area is away from surrounding residential properties and will reduce any possible noise impacts.
- 6.8. The hotel will be serviced from Adeline Place as described in this document.
- 6.9. The hotel is situated in a location that is highly accessible by public transport. As such, the hotel will not provide on-site parking for hotel guests.

7. Arrivals/Departures

- 7.1. Hotel Guests:
 - 7.1.1. Arrivals and departures will occur sporadically throughout the day however they will be primarily centred around check in and check out times, usually 08:00 to 10:00 in the morning and 17:00 to 19:00 in the evening.
 - 7.1.2. It is envisaged that most guests will arrive and depart by public transport. The Hotel benefits from excellent transport connections given its close proximity to two underground stations, Tottenham Court Road and Goodge Street, and the future opening of Crossrail in 2018. Additionally, there a number of well serviced bus routes in the area.

- 7.1.3. Given the nature and size of the hotel, we do not anticipate that hotel guests will arrive or depart by coach. Bookings will be limited to a maximum of 8 guests and secured by S106 agreement. Group bookings will be restricted through the online booking system and advertised on the future operator's website including any third party booking site.
- 7.1.4. Arriving guests will be greeted by the concierge at the main entrance and directed to the check-in and reception area on Level -4.
- 7.1.5. The concierge will be able to provide guests with information of the local area and transport options.
- 7.1.6. To ensure patrons safety upon exiting the premises, the hotel's concierge/security, located at the hotel entrance at street level, will be available to call taxis for patrons of the hotel.
- 7.1.7. In addition, TfL have requested that a new Cycle Hire Docking Station be provided along Adeline Place. This will be secured by S106 agreement and implemented prior to occupation.

7.2. Employees:

- 7.2.1. Most employees will arrive by public transport or on foot, including the available communal bicycle system now established within London. In addition, the current plan includes storage space for 16 bicycles, so that employees can commute to work by private bicycle.

8. Security

- 8.1. Provision of regular security precautions (e.g. CCTV, access control etc) will be made in public areas.
- 8.2. Security staff will operate at the hotel entrance between 19:00 and 7:00 to manage any possible congregation and anti-social behaviour by guests returning to the hotel in the early hours. This would include breaking up large groups and redirecting smokers to the designated smoking area located towards Tottenham Court Road.
- 8.3. Additionally, CCTV cameras will monitor the main entrance and services entrance to prevent and minimise any possible disturbance caused by guests and staff members.
- 8.4. Footage will be kept for a minimum of 31 days and accessible on demand to the Statutory Authorities.

9. Deliveries & Servicing

- 9.1. The hotel will be serviced using the existing car park ramp off Adeline Place. All deliveries will be offloaded from Adeline Place and then loaded onto a small electric vehicle (EV), which will remain in the ramp service area. The EV will then transport goods from the ground floor service entrance before depositing the goods in a designated service area at Level -4. In addition, there will be an internal service lift between Level -4 and -5.
- 9.2. It should be noted that the onsite servicing area located on Bedford Avenue is used solely by the St Giles Hotel. For management and operational reasons the use of this service area is not possible.
- 9.3. All servicing and deliveries will be pre-booked and spread evenly throughout the day at off peak times and between normal work hours to minimise the potential for any noise and disturbance to the nearby residents and hotel guests. The electronic vehicle would also be restricted to operating within these hours to reduce any adverse noise impacts on the surrounding properties.
- 9.4. Refuse and recyclable waste will be stored in a designated refuse storage area on Adeline Place at street level until it is due to be collected. Immediately prior to timed collections, refuse will be taken from the refuse area and placed on Adeline Place ready for collection. Bins will be brought back inside the hotel building immediately after collection.
- 9.5. Every effort will be made to recycle refuse in accordance with LBC guidelines. Further details will be set out in the Servicing Management Strategy to be approved by Camden prior to occupation. A summary of these details is provided in Appendix B.
- 9.6. A plant maintenance schedule will also be included in the final HMP to ensure that plant is serviced regularly to avoid noise problems associated with poorly maintained plant.

10. Management

- 10.1. Staff will be available in the hotel 24/7 to maintain the safety and wellbeing of everyone both in the hotel and within the vicinity of the hotel. As such, local residents would be able to communicate with the hotel staff at any time.
- 10.2. The hotel will be fully managed with approximately 24 full time employees split into shifts.
- 10.3. Staff will be extensively trained to ensure high levels of hospitality, cleanliness, safety and security.

- 10.4. At any one time there will be an appropriate number of staff trained in First Aid and SIA qualified security will be on hand to ensure the safety of everyone within the hotel.
- 10.5. Staff will only use the Adeline Place service entrance to the building.
- 10.6. It is observed that staff of the adjacent St Giles Hotel use the area along Adeline Place as an informal smoking area. This has been raised as a concern by the nearby residential community due to the noise it generates. All staff of the proposed hotel will be required to use the designated smoking area located near Tottenham Court Road, this will be monitored by CCTV.

11. Travel Management

- 11.1. Prior to occupation a detailed Travel Plan will be submitted to Camden Council for approval. A summary of the travel options to and from the hotel are detailed in the Transport Statement submitted with the application.

Appendix A: Hotel Management Plan S106 outline requirements

In addition to these principles outlined in the above document, Camden will require further details to be included in the final Hotel Management Plan. These are outlined in the S106 agreement attached to this application and summarised below:

- a. a code of conduct to be made available to each new occupier of the hotel setting out the standards by which the occupiers of the hotel are expected to conduct themselves both within the hotel and the local area with a view to ensuring the behaviour of occupiers of the hotel both on and off the Property causes minimum impact on or disruption to local residents;
- a. provision of a designated community contact in order that any issues affecting local residents can be dealt with in an efficient manner and creating a tangible point of reference if local residents wish to raise any issues;
- b. a procedure for instances where antisocial behaviour by guests arises on or in proximity to the Property including provisions for policing incidents of noise and anti-social behaviour both on and off the Property;
- c. details of the maximum length of time persons may be accommodated in hotel;
- d. measures to ensure the hotel will be staffed 24 hours a day with a dedicated reception area and office located in the main entrance reception area;
- e. measures to ensure that there is employed and in place a security guard between the hours of 7pm and 7am for the purposes of preventing or minimising any disturbance within the neighbourhood of the Property which might be associated with persons staying or visiting the premises at the Property
- f. nature of responsibility for daily upkeep cleaning and monitoring of communal facilities;
- g. details of dissemination of information to occupiers of the hotel; and
- h. any further information the Council may reasonably require.

Appendix B: Servicing Management Plan S106 outline requirements

In addition to the deliveries and servicing principles outlined in this document, Camden will require further details to be included in a Servicing Management Plan securing the minimisation of conflicts between service vehicles and car and pedestrian movements and the minimisation of damage to amenity from such servicing and deliveries. These are outlined in the S106 agreement attached to this application and summarised below:

- a. a requirement for delivery vehicles to unload from a specific suitably located area;
- b. details of the person(s) responsible for directing and receiving deliveries to the Property;
- c. measures to avoid a number of delivery vehicles arriving at the same time
- d. expected hours of loading and unloading of vehicles related to the Development;
- e. likely frequency and duration of delivery/servicing movements (including the methodology for generating these figures) and measures to be taken to avoid any conflicts;
- f. likely size of delivery/servicing vehicles proposed to attend the Property and identification of where each type of vehicle will stop to service the Development;
- g. swept path diagrams identifying where and how HGVs will manoeuvre into and out of and within the Property (such swept path diagrams shall demonstrate that vehicles will have a sufficient turning area to be able to both enter and exit the Property in forward gear;
- h. likely nature of goods to be delivered;
- i. proposed routes to and from on-street servicing bays to the building/service access where relevant;
- j. measures taken to ensure minimisation of impact on local residents including steps to ameliorate noise arising from the servicing of the Development;

- k. measures taken to ensure pedestrian management and public safety during servicing including a statement setting out how highway safety will be maintained during servicing movements;
- l. statement setting out how servicing movement to the Property can be combined and/or reduced to minimize traffic and service vehicle activity at the Property; and
- m. measures taken to address servicing movements on and around the Property with a view inter alia to combining and/or reducing servicing;

Appendix C: Employment and Training Plan S106 outline requirements

In order to maximise employment opportunities within the proposed development, Camden will require further details to be included in an Employment and Training Plan. These are outlined in the S106 agreement attached to this application and summarised below:

- a. ensuring advertising of all construction vacancies exclusively through Kings Cross Construction Centre for a period of no less than one week before promoting more widely;
- b. to ensure a 20% local employment target during the Construction Stage;
- c. to ensure the provision of ____ construction apprentices;
- d. make provision during the Construction Phase for no less than ____ work placements (with no less than ____ work placements for 14-16 years year olds);
- e. ensure delivery of a minimum of two supplier capacity building workshops/"Meet the Buyer" events to support small and medium enterprises within the London Borough of Camden to tender for the contracts to include organising, supporting and promoting the event as well as provision of venue and refreshments for the events;
- f. ensure delivery of a minimum of ____ end use apprenticeships
- g. commit to following the Local Procurement Code