



Camden Town Methodist Church, 89, Plender Street, Camden, London, NW1 0JN

Operational Management Statement (for planning application submission)

Some details of the operation will become clearer further into the project

16th November 2016

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1. Introduction

This operator management plan is submitted in draft to accompany the planning application at Camden Town Methodist Church, 89, Plender Street, Camden NW1 0JN. to facilitate its use for retained worship space alongside a new hotel on the upper floors. The introduction of a social enterprise hotel on the upper floors will cross-subsidise the essential structural works to make good the community and heritage asset, and provide a retained, safe place of worship for the Church congregation.

The Camden Town Methodist Church have partnered with the Methodist International Centre (MIC) who trade as TheWesley Hotel. MIC is also under the auspices of the Methodist Conference, albeit with a different role, and consequently has the same Methodist ethos, goals and aspirations.

The new hotel accommodation will be run and managed by The Wesley offering upscale boutique accommodation similar in nature to TheWesley's flagship hotel in Euston, located at 81 – 103 Euston Street.

TheWesley management is fully aware of the importance of maintaining good relations with both neighbours and the local community. The management will be proactive on a day to day basis to ensure that the hotel and its business activities bring full and extensive benefits and advantages to the community. This draft Operational Management Statement:

- Describes the facilities the newly proposed hotel and property will offer;
- Identifies the market positioning and style of the hotel; specifies the day-to day operational strategies and policies of the hotel and the property;

It is a reflection of current best practice and is intended:

- To ensure we act as good neighbours to all sections of the community;
- To restore energy and life to the building and to this area;
- To ensure the commercial success of the investment the owner will be making.

2. About the Wesley

Identity and philosophy:

TheWesley was originally established in 1950 as Methodist International House and is rich in heritage. It is the legacy of Hilda Porter, a Methodist missionary, who opened student hostels offering safe and hospitable accommodation for international students in post war Britain. We relocated from Bayswater (West London) to Euston (North-West Central London) in 1998, becoming the first social enterprise hotel in the UK and changing our name to Methodist International Centre (better known between 1998 and 2013, as MIC Hotel & Conference Centre). Rebranding to TheWesley in May 2013 reflected our pride in our Christian & Methodist heritage, together with a passion for providing modern ethical hotel accommodation, as well as meeting and event space and a wide range of catering. Our brand is designed to offer a distinctively personal touch and socially aware ethos. Over the years we have supported and housed more than 10,000 students, an ethos which still continues to this day.

Throughout this document, our aim is to provide clear detailed information regarding the proposed new hotel, including its facilities and operation. We will also highlight the operational **strategies and policies within hotel and highlight the care needed to ensure good relations with local residents and neighbours.**

TheWesley, Existing Properties and Operations in United Kingdom and Europe:

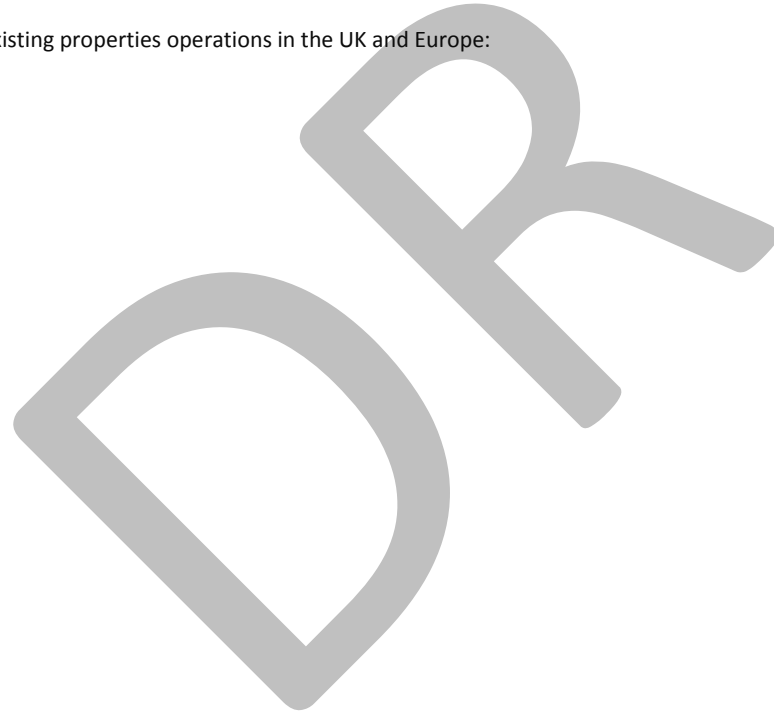
As mentioned, theWesley has a number of existing properties operations in the UK and Europe:

TheWesley London Euston:

81-103 Euston Street
NW12EZ
United Kingdom

TheWesley Rome:

Via del Banco di Santo Spirito 3
Italy 0186



3. Camden Methodist Church, 89, Plender Street, Camden Town - Location:

The Church is situated on the southern side of Plender Street to the west of Camden High Street. It is bound by King's Terrace to the west, a mixed use mews street. To the south it is bound by housing that extends from Bayham Street. Further residential dwellings are situated to the east.

The site is located within Camden Town Centre boundaries, to the east of the main high street. It is surrounded by a range of commercial, leisure, and comparison and convenience retail uses to the west and north in addition to the residential described above.

Careful consideration will be given to all of the building's neighbours in its operation.

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4. Market Positioning and Owners' Vision for the operation of TheWesley Hotel

TheWesley hotel will be an ethical, sustainable business designed for corporate, leisure and educational markets. Our intention is to aim for a 4 star upscale hotel rating with a personal touch and socially aware ethos. Our target customers are primarily: local businesses, charities and organisations who are located in and around Camden, as well as leisure visitors. The hotel will especially seek to promote itself to the local businesses in the area and become an active member of the community.

It is important to emphasise that TheWesley is deemed to be an affordable hotel but quality will not be compromised at any cost. The affordability of the accommodation will be market tested and relates to a price point that appeals to discerning travellers. The hotel will be regarded as a 4 star product in service and price and aesthetically it will look and feel like an upscale hotel offering.

TheWesley has very strong management principles which will be adopted in the new hotel. It is envisaged that the target customer of the hotel will sit within the business travel and short stay city tourist sector with a higher than average budget and age demographic of 25 years plus.

We expect the hotel accommodation to achieve 80% occupancy in its first full year of trading, with 90% occupancy by year five. These figures are consistent with the market performance of upscale hotels in Camden, although in the early years of trading we are adopting a cautiously optimistic approach.

The key areas of focus for TheWesley are as follows:

Building on existing brand equity;

Redefine and strengthen our core competencies: for example, providing consistent, personalised, authentic ethical hospitality and service delivery;

Exercise a disciplined growth strategy.

Our Business Plan has been scrutinised independently by a professional consultant, BDO LLP, and market data used for our professional benchmarking purposes is provided by STR Consulting, one of the leading accredited sources in this field.

5. Operation

5.1 Hotel Layout

The proposal comprises internal alterations and a minor extension of the existing building to provide retained worship space alongside a new hotel on the upper floors. The proposals will secure the future life of the church community and building¹; the management operations will respect the church community.

The dedicated worship space is proposed to be provided at lower ground floor. Disabled access is provided through the introduction of level access through amendments to the front entrance/elevation and introduction of a lift.

Flexible community/hotel space and hotel back of house will be provided across the remainder of the lower ground floor.

It is proposed that the breakfast room will be used for hotel guests during the breakfast period, from 7am to 9am. It will be available for church and community use during the remainder of the day.

The hotel reception area is proposed at ground floor level, with 39 hotel rooms and one church office, at upper ground, first, second and third floor levels. Four of the hotel rooms will be universally accessible.

5.2 The Main Entrance

- All guests will enter through a single entrance on Plender Street. The entrance will be acoustically treated to ensure that there is minimum disturbance to surrounding occupiers.
- The entrance is shared by the church and hotel users
- It is proposed that the existing stained glass windows to the church, which are not discernable externally, should be incorporated into the design of this area as a main feature emphasizing the multi-purpose role of the building

Hotel Guests

- Guests being dropped off at the hotel by vehicle will be greeted by the hotel's door person and guests will be given help with carrying their luggage into their room;
- The small site and boutique design for the hotel mean that that we will not target large parties or groups and will not accept coach parties;
- The hotel entrance will be monitored at all times of the day and night to prevent any disturbances and keep noise pollution to a minimum. State of the art CCTV cameras will be installed in the appropriate places both internally and externally around the building; TheWesley's current CCTV supplier is ClearView Communications who are a very reputable operator in this field;
- TheWesley's staff will constantly manage the flow of guests arriving and departing. Please refer to the section below regarding Front of House operations, for more detail. Based on our experience and analysis, most daily hotel check ins are between 14.00hrs and 20.00hrs, and most check outs are between 07.00am and 10.00am, so the peak flow of people is manageable and predictable most of the time. Special care and attention will be given to minimise any type of disturbances; TheWesley's policy is to employ a trained security officer

¹ Full details are set out in the Design & Access and Planning Statements that accompany the planning application for the building.

on site who will take responsibility for control of the entrance and the vehicular traffic immediately outside the entrance (traffic that is in any way intruding on the entrance or the property);

- Disabled access is achieved at the entrance level of the property.

5.3 Hotel Bedrooms

There will be 39 brand new boutique guest bedrooms, with 35 standard double rooms and 4 superior category rooms.

5.4 Breakfast Room

The lower ground floor breakfast room will be used for hotel guests during the breakfast period, from 7am to 9am (outside of this period it will be available for church and community use).

Breakfast will be served from 07.00am to 09:00am. The hotel and property will not have a dedicated kitchen. Breakfast will be brought in from TheWesley Euston which operates a large kitchen every day of the year, and is located only 0.5 miles away. TheWesley is already experienced in arranging food delivery to selected local clients in Camden and holds a 5 star food hygiene rating.

5.5 Front of House/ Reception

The Front Desk will be operational 24 hours per day, every day of the year:

- From 23.00hrs to 07.00hrs, the minimum staffing level will be 1 x Night Manager; 1 x Receptionist/Porter; the Night Manager is also the Duty Manager;
- From 07.00 to 23.00, the minimum staffing level on the front desk will be 1 x Assistant Front Office Manager; 2 x Receptionists; 1 x Concierge; 1 x Porter; the Assistant Front Office Manager will be able to act as Duty Manager in the absence of a more senior colleague (for example on a Sunday).

TheWesley will follow the legal requirements for registering guests including passport ID details for international guests;

As previously stated, TheWesley will have a door person to ensure the front entrance is kept clear and who will effectively manage the vehicular traffic to and around the hotel;

The Duty Manager on site will lead the Fire Safety Team;

5.6 Smoking area

There will not be a dedicated smoking area at the property. We do not wish to encourage smokers to gather nearby or around the property. It will be one of the duties of the door person to ensure that all guests, visitors and staff comply with this policy.

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6.0 Day-to-Day Operational Strategies and Policies

6.1 Security and Transport

- The hotel will have 24 hour digital monitored CCTV coverage;
- The hotel entrance will be monitored at all times and day and night to prevent any disturbances and keep noise pollution to a bare minimum;
- The hotel will be staffed on a 24/7 basis with approximately 20 staff; all staff will arrive at work via one staff entrance door, situated at the back of the property (subject to planning approval);
- We will pro-actively communicate with our neighbours in order to deal with any issues that may relate to them;
- We will have a contract with a licensed local car service so that cars are available 24 hours per day, 7 days per week;
- After hours access (from 11pm daily until 6am) will be controlled using an electronic access control system;
- The proximity to public transport means that many guests will be able to arrive and depart at their convenience using various public transport services. There are underground stations located nearby (that is, within a few minutes walking distance) at Mornington Crescent and Camden Town. Mainline stations including Euston, St Pancras and Kings Cross are also close by. There is also a local overground station at Camden Road;
- We will ask customers when checking out whether they will require a cab to leave the premises. By the time guests are ready to leave, the car will be waiting for them. This will minimise traffic building up outside the property. Proximity to public transport means that many guests are expected to arrive and depart using public transport;
- Secure external cycle parking for at least 8 bicycles will be provided adjacent to the entrance. Secure staff cycle parking for at least 3 bicycles will be provided internally on the lower ground floor level in the back of house area.
- A Travel Plan will be prepared which will outline the measures to encourage use of public transport.
- All security measures will be in accordance with Counter Terrorism Guidelines.

6.2 Human Resources

- TheWesley headcount will consist of full and part time employees;
- There will be 20 staff members in the hotel who will utilise security access cards;
- The employee demographic will be diverse with representation from countries across the globe to provide a multi-lingual and multi-cultural workforce; people living locally will be encouraged to apply for employment with our company;
- The employees will work dedicated shift patterns and will benefit from some onsite facilities;
- There will be at least one HR representative on site;
- There will be a minimum of one front office/duty manager and one receptionist in the lobby from 07:00 until 23:00;

- There will be a night manager from 23:00 until 07:00 alongside a porter. A 24/7 on call duty engineer will be available;
- Housekeeping staff will be coordinated and will ensure one-entry service into the rooms;
- The external premises will be cleaned by our internal staff;
- Smoking and mobile phone usage will not be tolerated in or around the workplace;
- Staff will manage all aspects of daily service including reception, hospitality, reservations, portering, duty and general management, housekeeping, maintenance, facilities and security.
- Strategic functions such as executive, sales and marketing, central reservations, accounts/finance, will be handled off site from our office at 81-103 Euston Street, but with regular interaction and contact between colleagues.
- TheWesley is an Investor in People accredited company, currently holding Silver level and working towards Gold. Our latest assessment is taking place in November 2015.
- TheWesley celebrates and recognises high performing employees through our Annual Employee Awards.

6.3 Fire Safety, General Safety, Fire & Hygiene

- A regular fire alarm test will be conducted every Tuesday, and all staff including our security detail will undergo fire training every six months, as per our policy;
- Fire training will be conducted by our accredited supplier St John's Ambulance;
- Six fire wardens will be appointed for the property based on the number of employees and expected guests.
- Our policy is to conduct an annual Fire Risk Assessment through an external contractor;
- A fire evacuation plan will be produced for the property;
- As per our company policy, First Aid Training will be carried out a minimum of once per year, with refreshers carried out when necessary. The property will have designated staff for first aid, taking into account the 24/7 nature of the operation;
- Fixed wire testing (electrical) will be conducted annually;
- A Health and Safety Policy will be issued for the property in line with our standard company policy document;
- A Health and Safety audit will also be carried out every quarter by an external contractor;
- Risk assessment procedures will be implemented as our company standard; internal risk assessments are monitored on a quarterly basis by Heads of Department;
- An external Risk Assessment will be carried out by our Insurance Company at a time of their choosing; as a standard practice they normally inspect once a year;
- A bi-monthly visit will be carried out by a pest controller.

6.4 Environmental, Green and Social Responsibility Policies

TheWesley has been ISO14001 accredited since 2012 and also holds Green Tourism Silver accreditation at its London Euston property;

TheWesley is a member of the Camden Climate Change Alliance and has been the recipient of Camden Council green awards;

TheWesley will review its Environmental Policy annually and set targets to reduce wastage and carbon consumption;

TheWesley is the only hotel in the UK to hold the Social Enterprise Mark;

TheWesley is Investors in People accredited to Gold standard, awarded in December 2015.

6.5 Neighbourhood

TheWesley will communicate proactively with our neighbours;

TheWesley will invite our neighbours to various events throughout the calendar year;

TheWesley will inform, in advance, our neighbouring residents and businesses of any external building work that is needed, and will minimise disturbance at all times;

TheWesley will create a collaborative consultative group with Local Business associations and residents to discuss pertinent issues that relate to local residents and businesses.

7. Deliveries and Drop-offs

- The King's Terrace entrance will be the central point for managing deliveries. It will be closed on Sundays. It will be kept clean daily to ensure it is tidy at all times;
- In and out goods management (deliveries, waste and linen) will comply with strict procedure. Deliveries will principally be normally be between 08.00 and 16:00 from Monday to Saturday, with the majority on weekdays. We would expect a maximum of 5 deliveries per day on weekdays and between 2 – 3 on Saturdays; on Saturdays deliveries will be between 08.00 to 12.00.
- The main suppliers are as follows:
 - Laundry: collected (dirty) and delivered (clean) by an external company, on a maximum of once per day at 06:00am;
 - Breakfast food: delivered once per day at 06:30am;
 - Waste collections: collection once per day at either 06:00am, 18.00hrs, or midnight; these are the designated times for the local area in Camden;
 - Cleaning and Housekeeping Chemical Products: delivered once per week; TheWesley uses a water based intensive cleaning system called Lotus Pro, which minimises the amount of chemical supplies delivered to the property;
 - Stationery, administration and Office Supplies: to be delivered a maximum of once per week;
 - Marketing and Brochure products: to be ordered delivered a maximum once per month;
 - Maintenance related goods and supplies will be co-ordinated for deliveries of a maximum of two to three times per week; most deliveries are collected from local wholesalers by our own Maintenance Manager, which maintains control over cost and timings;
 - Bottled water will be provided in the bedrooms and communal areas at the property using a tried and tested water filtration system provided by our current contractor Vivreau; this system enables us to bottle the water ourselves using washable glass bottles, and drastically reduces plastic bottle wastage;
 - Our local florist will deliver flowers once per week, normally on a Monday morning at 09.00am;
 - Utility contractors will normally visit the property once per quarter for meter inspection and reading purposes;
 - All other Contractors visiting the property for any reason will have to sign in upon arrival and sign out upon departure; they will be required to show ID upon arrival and wear a visitor badge during their visit.
 - Our company policy is to send the majority of documents including invoices electronically, therefore minimising postage and paper wastage. This is except where data protection or confidentiality requires otherwise.
- All deliveries will come from small vehicles which will form part of our SLA with suppliers; any non compliance will not be tolerated;

- There will be no hot food preparation on site. All hot food Breakfast will be prepared at the kitchen in TheWesley London Euston at 06:00am, where normal breakfast service is also operational. Delivery to Plender Street will take place at 06:30am and reheated prior to service. Food safety standards and procedures (eg, temperature control) will be implemented in line with systems in place at TheWesley Euston Street. Non-perishable items will be stored at the site in Plender Street.
- Goods will pass through a delivery control room to check each delivery according to health and safety, HACCP guidelines for any perishable goods and Food Safety standards;
- Staff and delivery activity in Kings Terrace will be organised in order to enhance efficiency to avoid noise and disturbance to ensure safety. Deliveries will be booked and coordinated with all our suppliers and services. Deliveries will be scheduled in order to arrive one at a time to avoid having multiple deliveries or collections.

8. Waste Management Strategy

- The property will house a refuse room which will comprise: 2 x 1100 L Eurobins (for general waste and recycled material) and 1 x 500 L Eurobin (for food waste);
- Our general waste is collected by Camden Council. This is our contracted arrangement at our Euston Street property which has served us well for over ten years. The new hotel will comply with all waste management and recycling best practices;
- Waste will be regularly collected from hotel rooms and back of house areas, separated by type and disposed in the respected individual bins before being collected and recycled by our appointed external contractor. Waste will be put outside in the Kings Terrace side of the property, by our cleaning staff, 30 minutes prior to collection. Bins will be washed before being reused. A member of management will be responsible for this area to ensure our policies are being followed, and that bins are kept locked where necessary. A third party inspector will be contracted to make random checks to ensure cleanliness and health and safety practises are being adhered to.
- Waste collections will accord with Camden's designated times which are understood to be 06:00am, 18.00hrs, or midnight;
- Both the refuse room and delivery bay will be provided with water drainage and will be cleaned regularly;
- TheWesley is a member of the Camden Climate Change Alliance and is committed to a robust Environmental Policy; a new policy will be written for TheWesley Camden Town to ensure that clear targets and policies are in place; The Wesley is also a recipient of the Alliance's Cutting Carbon Mark of Achievement (MoA). The Marks of Achievement provide a light-touch, free and externally supported award scheme to support and help communicate environmental achievements by organisations in Camden.
- Our Food waste is collected by an alternative ethical supplier, Paper Round. We have used this supplier for a number of years at TheWesley, because Camden Council do not collect food waste; it is expected that food waste at the new hotel will be minimal;

Please note: The operator's statement will be monitored and reviewed on a regular basis to ensure that it remains relevant to the operation of the hotel as part of the continuous process of improvement.