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## KOKO HOTEL, CAMDEN TOWN, NW1

### DRAFT HOTEL MANAGEMENT PLAN

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This statement has been prepared to support an application for full planning permission and listed building consent for the:

**“Demolition of 65 Bayham Place, 1 Bayham Street (retention of façade) and rebuilding to provide a 32 bedroom boutique hotel with extension to the rear and additional basement; retention and refurbishment of the Hope & Anchor Public House (Use Class A4) to provide restaurant and bar, minor reconfiguration to circulation space within KOKO. Conversion of the flytower for use by the hotel with the retention of the original theatre equipment. Installation of fourth floor extension to provide amenity space with terrace restaurant and bar. The proposals also include for the conversion of the KOKO dome to a private bar and general refurbishment and restoration to the building”.**

The Management plan should be read in conjunction with drawings prepared by Archer Humphries Architects.

#### Introduction

The scheme proposes to construct a 32 bed boutique hotel which will primarily accommodate concert goers of KOKO’s live music venue, and serve to enhance their overall experience of ‘Destination KOKO’. The Hope and Anchor pub and upper floors will be refurbished and extended and the existing 3 storey building on the corner of Bayham St and Bayham Place will be demolished and replaced by a new 3 storey brick building to reflect the scale and detail of the buildings opposite.

Hotel accommodation will be provided on the first, second and third floors. This will be available for guests, artists and crew. There are a range of room sizes, priced accordingly. It is anticipated that the hotel will provide an affordable but high quality accommodation option ranging from £150 upwards per night.

The hotel rooms will consist of a range of room sizes which will predominately provide double en-suite rooms. Only one hotel room will have its own dedicated amenity space, otherwise hotel rooms have their amenity space at roof level, overlooking Bayham Street.

The hotel reception and lobby space will include for a small area of merchandise sales to include music based merchandise such as CDs, gig tickets, posters, KOKO memorabilia and band merchandise.

KOKO will be the operators of the hotel, enabling those staying at the hotel to have a fully immersive and unique music experience by being able to drink, dine, attend a concert and sleep at the same site as their idols. Whilst the hotel will not be a ‘themed’ experience, the musical and historical links will be evident in the hotel.

An important feature of the hotel is the Artist’s and Executives suite which is located within the historic heart of the KOKO building, the flytower. The suite has been designed over two levels, with an overnight suite at lower level and lounge/dining space above. At upper level, the lounge space sits beneath the original scenographic lattice, open queen post truss roof structure and the theatre’s flywheel. These are all to be retained and on show to visiting guests. This is a very unique opportunity for the historic elements of the theatre to be exposed and celebrated.

The lower level of the suite, will be utilised for overnight accommodation for Artist's and Executive guests. The suite has an adjacent recording studio, separate kitchen facilities and rooftop amenity space. Whilst the suite will have access to the recording studio, it will also be available for hire to the local community, providing an additional community use at the site. These flexible spaces can also be utilised as additional rehearsal or promotional space.

It is proposed that three viewing windows are formed in the wall above the proscenium arch, providing views into the circle and auditorium below. This provides a key link between hotel guests staying in the suite straight into the KOKO venue.

The development includes for a fourth floor extension to provide the hotel's public areas, ancillary and amenity spaces. The hotel skylobby has been located at roof level in the form of a glazed conservatory.

The sky lobby will provide a unique experience of Camden Town, with an opportunity to appreciate the historic KOKO dome and reinstated cupola, along with the flytower. The roof top lobby will be central to the hotel's unique character, the guest experience and the revenue projections underpinning the overall viability.

### **Code of Conduct**

The KOKO Hotel will build upon the good work and neighbourly relations that KOKO have established since opening the venue in 2004. The management team at KOKO are actively engaged with local security, licensing and information sharing initiatives including Camden Inner London Licensing Association, Camden Business Against Crime and Camden Town Unlimited.

The Hotel will operate with a General Manager and full management team on site 24 hours a day, 7 days a week. The operating departments will have fully standardised procedures and staff will be extensively trained to ensure high levels of hospitality, cleanliness, friendliness and security.

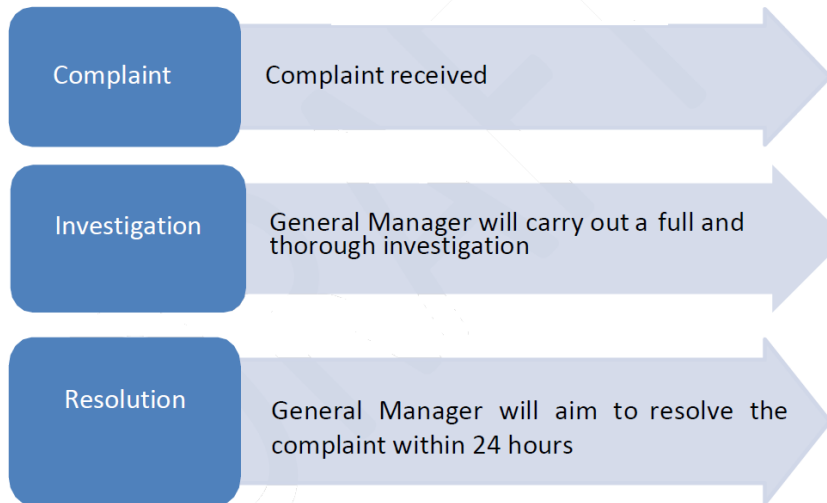
KOKO and the hotel will continue to work with Camden Police Licensing on the 'Quiet Streets' initiative, employing security to help with dispersal at closing times. Behaviour of guests on and off the property is anticipated to have no impact or disruption to local residents and the hotel will have the appropriate level of security with approved SIA licensing and 'Quiet Streets' jackets to supervise guests both within and vacating the hotel.

There will be a Duty Manager throughout the day and night should local residents wish to raise any issues which arise as a result of the operation of the hotel at any time at all. The duty manager's contact details will be clearly displayed within the lobby of the hotel and available on social media/hotel website. The telephone line will be available 24 hours a day.

All officers and anyone within the close proximity of the hotel will be provided with relevant telephone numbers so that they can contact the relevant department of the hotel quickly and without the need of visiting the hotel in person. All neighbours will be treated as if they were guests of the hotel so that any issue raised will be addressed immediately.

The Hotel Manager would arrange contact days with local residents, where on a bi-monthly basis, a forum is held to ensure good contact between parties.

Where a complaint is submitted, it shall be dealt with in a prompt manner (ideally immediately, but ultimately within a 24 hour period) following the below process:



Should it come to the attention of the General Manager or Duty Manager (without complaint) that guests are responsible for antisocial behaviour, then appropriate action will be taken in order to resolve the situation immediately. Should it be necessary, action will be taken with the Local Authorities if required.

The hotel will have a number of fire exits; all used solely for the purpose of emergency exit which will be covered by CCTV and checked regularly by management.

The KOKO Hotel will accept bookings both in advance and without notice subject to room availability. As such, records will be kept documenting all guests that stay in the hotel. Any noise incidents/complaints will be logged.

### **Operation of the hotel**

The hotel will be international quality hotel.

### **Hotel Management**

The Hotel will operate and be managed and secured 24 hours a day. The hotel will carry out a full recruitment drive to ensure that they employ staff that have the experience to run a quality hotel.

Every effort will be made to support the local community recruitment and employment initiatives. All staff will be trained to ensure the highest standards are maintained.

The premises will have comprehensive CCTV surveillance and staff will be fully trained to operate this.

### **Ground Floor**

The ground floor houses the hotel reception, concierge desk and hotel lobby and ancillary retail. The reception will operate 24 hours a day, with staff on hand to show guests to their rooms. The hotel will have a dedicated team to make sure the ground floor is safe and secure. Cycle parking for staff and guests has been provided at this level.

The ground floor also includes a restaurant and bar space (within the existing Hope and Anchor Pub). The restaurant will serve breakfast/lunch/dinner to hotel guests and will be open to the non-hotel guests.

Hotel bedrooms are located on floors 1-3, with a suite located over two floors. Rooms are serviced daily. Guests will be supplied with an encrypted fob which will give them access to their hotel floor, room and (at designated times- during events) KOKO music venue. Security will patrol the communal areas and there will be a housekeeping presence at all times.

Two-person room 305 on the third floor, is the only room with its own private balcony overlooking the corner of Bayham Place/Bayham Street. The only access is by patrons staying in this room, and it therefore acts as an extension of the hotel bedroom and is ancillary in use. Any noise emanating from this balcony are therefore negligible in comparison to background ambient levels.

#### **Fourth Floor- Sky Level**

The Sky Level Restaurant and Bar is the Jewel in the Crown of the food and beverage offering within the development. Civilised & sophisticated, the space has been conceptualised and designed by Michaelis Boyd Associates to provide a memorable, high-quality guest experience (an example of their proposed design has been provided to the LPA).

Making the most of available natural light, this part conservatory, part terrace Restaurant space will be heated, shaded and stocked with plentiful amounts of foliage, so that patrons can enjoy an 'al fresco' dining experience all year round and well into the evening.

The skylobby is the hotel's primary restaurant and bar so will be open for 24 hours subject to demand. Numbers will be reduced on the sky lobby terrace during late evening and nights as determined through the licensing process.

#### **Style of operation**

- The layout features a central bar counter (24 covers), multiple fixed booths (45 covers) and loose seating (20 covers). An additional 70 covers can be accommodated on the terrace.
- The restaurant will open for Breakfast, Brunch, Lunch & Dinner, with seasonal menus changing throughout the day.
- Uniformed servers will provide a warm, knowledgeable and attentive style of service throughout.
- Fresh and healthful meals will be accompanied by an extensive selection of delicious wines & flamboyant cocktails.
- The spend per head is anticipated to be c£40.

#### **Booking Policy**

- The restaurant will operate a table bookings policy but also cater to 'walk-up' patrons.
- It is anticipated that the Restaurant & Bar will also be hugely popular with Hotel guests, Members and visiting Artistes and their associates. The facilities will also be open to members of the public.
- All guests will be welcomed & processed by reception staff who will be located on the ground floor. Thereafter, patrons will be invited to take the lift to the Sky level where they will be met by a Host for seating.
- There will be no automatic access to the restaurant or terrace for KOKO clientele. KOKO patrons who may be looking for a premium hospitality experience to complement their visit will be encouraged, wherever possible, to book in advance.
- Additionally, the chic and opulent interior will be ideal for attracting Corporate Parties & Events.

The sky lobby will be open to both hotel guests and the general public alike. Free flow access direct from KOKO after an event will not be allowed, with security personnel manning the entry doors to the KOKO dome from within KOKO. The capacity of the sky lobby is 220 (as limited by Fire Risk Assessment) to include skylobby and associated terrace.

#### **KOKO Dome**

During events at KOKO, the dome will be used by KOKO for pre/post show events such as meet and greets, as limited by the Fire Risk Assessment to 60 persons. During the events, there will be no access to the dome via the skylobby during these times. Outside of event times, access into KOKO

will be prevented, with access into the dome only available via the skylobby. Guests and visitors to the hotel may use the skylobby or the roof terrace before or after an event, but this would be controlled through pre-booking and wrist tags.

#### Fourth Floor- Executive/Artist Suite and Terrace

It is anticipated that the multimedia/recording space is to be available for bookings by visiting artists and the local community alike. The Suite/Function space will be available for bookings.

### **Roof Terraces**

#### Bayham Place

The fourth floor roof terrace overlooking Bayham Street will be utilized solely by hotel guests and their guests.

- The Hotel Terrace will be furnished with café style seating, planters and sun umbrellas. Portable heaters will also be used.
- This terrace will be accessed via an electronic integrated keyless system.
- A light snack and beverage menu will operate during the daytime and into the evening according to the hours of use.
- Smokers will be accommodated within a demarcated area during operational hours. After the terminal hour (as defined within the hours of use defined within the planning condition), 6 hotel guests will be allowed access for smoking/fresh air. This enables hotel guests to remain within the hotel premises and ultimately within the management of the hotel staff. This would not allow eating or drinking on this terrace.

#### Suite Terrace Overlooking Crowndale Road

The roof terrace adjoining the suite is solely for their use. Guests within the suite will be able to move to and from the suite terrace and sky lobby, this will be managed by security and hotel staff.

#### Skylobby Terrace

The roof terrace adjoining the sky lobby, overlooking Crowndale Road is open only to those using the sky lobby.

Operating the Terrace:

- The terrace represents an integral part of the restaurant & bar operation;
- The environment will be furnished with tables and chairs, sun awnings, heating devices and background audio speakers;
- The terrace will be divided into two similarly sized parts (see plan within KOKO Example document) with the eastern section being dedicated for VIP Guests, Artistes and Hotel Guests only;
- Food and drink will be served within both sections during operating hours;
- Both sections will have demarcated smoking areas. Whilst the use of the terraces will be conditioned, they will be used outside controlled hours for smoking/fresh air/quiet contemplation purposes (no drinking, no eating). This will be controlled to 20 people maximum on the Crowndale Road facing terraces;
- SIA Licensed Door Supervisors will monitor conduct to ensure that it is in keeping with the Operating Policy. Any anti-social activity will be dealt with to prevent the opportunity for a noise nuisance to occur;

- Regular Management walk-throughs will be undertaken. Additionally, all employees will be trained to ensure that standards are well understood and readily maintained; and
- High Definition CCTV monitoring equipment will be deployed throughout the premises. Overt signage will reinforce key messages such as keeping glassware away from railings and maintaining quiet in respect of nearby residential neighbours.

### Perceived Overlooking and Privacy

We have explored the relationship between the terraces and overlooking/privacy to the closest residential receptors. To prevent direct sight lines from the closest residential receptor windows onto the terrace, the terraces have included some simple mitigation of soft landscaping screening to reflect the height of the required glazed safety barriers. This extinguishes any 'perceived views' of people on the roof terrace. This will screen the sight lines from residential properties of anyone stood on the balconies. A further landscaping condition can be attached to any planning consent to agree the species and maintenance of these 'screens'.

### **Management Policy of Terraces**

- First and foremost, the terraces are intended for seated patrons enjoying food and drink, served at their tables.
- Patrons will be able to enjoy drinks in these areas as well, to the extent possible after the needs of diners have been met.
- The bookings diary will be operated to ensure that diners seated on the terrace have sufficient time to finish their meals before the area must be vacated in accordance with its permissions.
- The closure procedure for the space will commence 20 minutes before the terminal hour. At this point, Door supervisors, management and floor staff will give verbal prompts to patrons to advise of the imminent closure.
- At closing time, tables will be cleared and cordoned off.
- Patrons will be relocated indoors and the music will be switched off.

### **Smoking Policy**

During service, smokers who are not seated outside will be confined to specific, cordoned off areas (see plan within KOKO design document).

- Following closure at the terminal hour, the terrace will be supervised and used as solely for the benefit of smokers/fresh air/quiet contemplation- there will be no further service of food and drink onto these terraces.
- Door Supervisors will be positioned at points of access to monitor the area and limit the maximum numbers of persons to 20 people on the Crowndale Road Terraces after the terminal hour.
- Access to the hotel terrace will be via electronic fob. The terrace will be cleared with a maximum of 6 guests allowed after the terminal hour for smokers/fresh air.
- No food or drink will be allowed outside, and seating will not be available for smokers use.

### **Staffing**

The hotel will be staffed 24 hours a day, 7 days a week with a dedicated reception area which would be manned with a minimum of two people during the day or night.

The hotel will use an electronic key card system to access the lift and stairwell up to guest bedrooms, which will also be fob encrypted access and have CCTV cameras both internally and externally within the building and recordings will be kept for a minimum of 30 days. The main entrance and exits will be

closed to the general public after midnight and only accessed with a key card. On Thursday, Friday and Saturday evenings the security levels will be increased at the main entrance and exits in order to ensure both the public and residential guests are looked after in a safe environment.

All staff will be trained to a very high standard in hotel operating procedures and customer service, and will receive the required health and safety and fire procedure training with regular updates.

#### Employment Opportunities – Key Facts

We expect to create the following full and part time employment positions directly associated with the Restaurant, Bar and Terrace;

- Management Team of 5
- Kitchen Brigade of 15
- Bar Operations 12
- Bar & Kitchen Support 8
- Floor servers 12
- Maitre d'hotel, Hosts and reception staff 8
- Security Personnel 6
- Cleaners 4

In addition to recruiting through conventional means, as part of our CSR Strategy, we will also be working with The Clink <http://thelinkcharity.org/support-us/employers/> to help reduce reoffending by offering training and placements to graduates within our operations

#### Customer Access and Security

The new building on the corner of Bayham Street and Bayham Place provides the main entrance to the hotel reception space. However, access can also be taken through the Hope and Anchor restaurant.

The majority of patrons are expected to arrive and depart either by taxi, by public transport or on foot. At peak times, security will be stationed at these entrances and will direct guests accordingly. Internal signage will also direct guests to the site's facilities.

Guests staying at the hotel, will be able to access the KOKO theatre hall from first floor, into the box overlooking the dancefloor. Access to the sky lobby and dome bar will be provided using the 2 lift cores within the hotel lobby. The lifts will be secured via fob encryption to control access to the hotel rooms, preventing visitors to the sky lobby from exiting onto the hotel room floors. The hotel rooms have security certificated doors to prevent unlawful access, rooms will also have a safe, for secure storage of valuables. The encryption fobs, will also enable access from the hotel directly into KOKO. As a supplementary element, door staff will manage these doors on the KOKO side to prevent additional persons accessing the hotel during concerts.

Access plans have been prepared to demonstrate the areas and circulation spaces for KOKO concert goers, hotel guests and their guests and the general public.

The hotel is provided with two 13 person lifts for customer use which service ground and all upper floors in addition to the basement. In addition, a service lift serves all floors including the existing basement to KOKO.

The rooftop amenity spaces will be access from their respective host areas, i.e. sky lobby, VIP Suite and Hotel. These areas will be closely controlled by hotel management and by security personnel at peak times, with recorded CCTV images. The numbers of people who are able to access the sky lobby terrace is limited via fire regulations, equally the hotel terrace is only for hotel residents. The hotel will be a member of Camden Business Against Crime (CBAC). Security will have CBAC radios and will be able to communicate with Camden Council CCTV Control Room, Police and other venues that are members of CBAC to prevent crime and disorder in Camden.

#### Customer Egress

Guests leaving the hotel and restaurant spaces will be directed to the entrances onto Bayham Place and Crowndale Road. However after 11pm, Bayham Place will be closed and hotel guests will be directed to exit the premises via Crowndale Road.

'Quiet Streets' uniformed security staff will ensure a slow stream of guests leave in a controlled manner at the end of an evening. Security will be proactive about dispersal of groups of people outside the premises. Security staff will encourage customers to leave the area quickly and quietly. Any guests causing noise or disturbance will not be tolerated.

A security patrol outside the premises will take place to ensure guests leave the area quietly every 15 minutes during evenings when an event is hosted. Security will be proactive about asking drivers of vehicle to lower the volume of any loud music being played and to switch off engines. They will also ask drivers of waiting vehicles to wait away from the entrance to the hotel. Security will discourage any guest from double parking or obstructing the street.

Security will regularly monitor activity in Bayham Place, Bayham Street and Crowndale Road each night to ensure no crime and disorder, noise or disturbance arising from customers including street urination, littering and street drinking.

A detailed entry will be made in the incident book of any incidence of nuisance or crime and disorder. The duty manager will make a decision as to whether to call police. Door supervisors will be vigilant and proactive in preventing crime and disorder. They will assist police to the best of their powers. As the premises empties, security will move outside to assist in dispersal. Door managers will ensure customers do not block the pavement outside the hotel. A manager of the hotel will be outside on busy nights to oversee dispersal. Security outside the premises will be identifiable by their uniform.

### Deliveries

Table 1 below provides the number of delivery vehicle trips that the proposed development could generate based on the general performance of hotel developments in the inner London Boroughs. Deliveries will be booked/managed to avoid peak traffic flows and to respect neighbouring occupants. Further information is included in the Interim Delivery and Servicing Management Plan prepared by ADL Traffic Engineering.

**Table1**

	<b>Delivery Type</b>	<b>Vehicle Type</b>	<b>Indicative Approx. Time</b>	<b>№ of Deliveries per Day</b>	<b>Average Loading Duration</b>
Hotel	Fresh food and drinks	4.5t medium transit van	11:00	1	6 – 10 minutes
	Frozen food	4.5t medium transit van	14:00	1	
	Stationery/toiletries/cleaning products/maintenance supplies/ servicing equipment	4.5t medium transit van	10:30	1	
	Linen	4.5t medium transit van	09:30 and 16:00	2	

### Waste Collection

Three refuse collections per week are anticipated from the hotel, all of which would be undertaken using a standard vehicle of 10m length. The hotel will work with KOKO and Camden Council's waste contract firm to co-ordinate refuse collections and to maintain good standards.

Veolia are currently the Camden Council's waste collection contractors. Veolia have been consulted in order to ascertain their view on the matters of refuse collection associated with the site. Mr M Tillyer (Operational Manager of Veolia) advised on 3rd November 2016 that the refuse truck would reverse from Bayham Place onto Bayham Street to collect the hotel and restaurant waste. Autotrack illustrating a 10.98m refuse truck reversing on to Bayham Place is shown in Figure 1 below.



**Figure 1 Refuse Truck Reversing on to Bayham Place**



### **Daily Upkeep and Cleaning**

Rooms will be cleaned on a daily basis to ensure high levels of standard and appearance and the public areas will be cleaned regularly throughout the day and night monitored by Housekeeper and Duty Manager. We are conscious of energy consumption and our checklists and building management systems will ensure that heating, air conditioning and lighting is switched off when not in use.

### **Smoking Arrangements for Guests and Visitors**

As an operator we are aware that Camden Council regulate litter and issue fines for anyone found throwing litter – including cigarette stubs – onto the pavements and pathways. It is therefore essential that as a responsible operator and to demonstrate adherence to the licensing objectives, all staff, visitors and guests know the correct smoking locations around the hotel and can advise any guest or visitor who may enquire about the location of the smoking areas.

### **Staff Smoking Area**

Staff who smoke, will be directed to the hotel terrace, or outside the Hope and Anchor Pub on Crowndale Road. No one is permitted to smoke near the hotel entrance or adjacent residential properties.

### **Hotel Information**

Hotel information for guests will be provided in guests' bedrooms and the hotel reception area.

### **Conclusion**

The hotel's aim is to integrate within the local community ensuring no harm comes to the local area. Furthermore, the hotel will enhance the experience of concert goers of KOKO's live music venue. The

hotel will keep in regular contact with the local residents ensuring we continue to listen and consider their views and we will also be updating them regularly with the hotel's development.

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