

Operation Management Plan for The Z Hotel Wild Court

Introduction

This Operating Management Plan sets out the guiding principles for the operation and servicing of the proposed hotel.

Development Proposals

The Z Hotel provides a new concept of hotel, focussed on delivering a high quality product, accessible to all through the efficient use of space. Z Hotels focus on the elements of a hotel that are most needed and appreciated by guests.

Z Hotels provide high quality bedroom accommodation at affordable prices, using the latest design concepts and building methodologies to achieve a feeling of comfort and luxury in a limited floor area. Each bedroom unit is produced in a high-tech facility, precision engineered to the highest standards. Assembled in the UK with componentry sourced from and manufactured within the UK, each room has undergone rigorous testing prior to delivery to site to ensure standards are maintained.

Critically for the build process the rooms are delivered to the site in a panel format and re-assembled enabling the site development period to be significantly reduced and minimising the level of deliveries and accelerating the construction period. As a result of this construction method, the properties within the immediate vicinity will benefit from a significantly reduced level of traffic and disruption.

Z Hotels will offer exceptional value for money, with services solely centred on providing a very good night's sleep with state of the art in-room facilities. The hotel will not offer meeting rooms, restaurants or spa but simply exceptional quality bedrooms, affordably priced and offering excellent value for money.



Service Culture of Z Hotels

Service quality will be a key element of the proposed hotel, with the limited additional services offered on site delivered to a consistently high standard. For example, breakfast will be provided by our in-house, branded coffee shop for the benefit of hotel guests, offering a full selection of hot and cold drinks with trained baristas and a good variety of hot and cold light snacks (No cooking involved).

The 24-hour reception service will provide all of the traditional core elements of the hotel experience through the team of highly experienced personnel.

All client facing employees will be multi-skilled and able to operate all aspects of the hotel, whilst being guest-focused people, trained in customer service.

The Hotel

The hotel will comprise:

<u>Proposed facilities</u>	<u>Detail</u>
Hotel Bedrooms	196 bedrooms
Café area	28 covers

The hotel is envisaged as a high quality limited service budget hotel offering a very high quality of bedroom product but with limited ancillary hotel services.

The building will be staffed 24 hours/day, based on experience we anticipate that the majority of traffic will be pedestrian activity mostly focussed during daytime hours only.

The Cafe/Coffee area located as part of the reception area will provide a limited product range. The cafe would also be open to non-residents between 08.00 and 21.00 hours on Monday to Saturday and from 10.00 until 18.00 on Sundays.

Additionally, the hotel will not provide any other meeting facilities or function spaces.

Guest Access

If a visitor to the hotel is checking in late after hours (95% of guest check in before 7.00pm) then there will be a CCTV entry system.

Hours of Operation and level of occupants

Whilst the hotel will be open to guests 24 hours a day, seven days a week, due to the nature of the hotel, it will provide access limited only to register hotel guest from 07.00 – 22.30, outside of these hours it is anticipated the front door will be locked. A guest room key will allow entry from the street into the hotel as well as constant monitoring of the entrance by the front desk employees and managers.

Below we set out the projection of daily occupancy for the hotel, followed by commentary explaining the figures.

The projection is based on a typical business day (Monday through to Sunday) and reflects the maximum daily occupancy we would anticipate at the hotel.

Proposed facilities		Capacity	Projected Persons
Hotel Bedrooms		196 bedrooms	207**
Cafe/Coffee shop		28 covers	28
Staff (average numbers per day)	Management	4	
	Reception/Porters	8	
	Housekeeping	15	
	Food & Beverage	6	
	Other	2	
	Average per day	35	
Overall average per day			235

** The maximum utilisation is two people per room and the actual achieved level of occupancy for this category of hotel in Central London is 78%, at an average sleeper density per room of 1.35; these are the benchmark figures that have been used to calculate projected daily occupancy

The cafe/coffee area is designed to provide a facility predominantly for hotel guests, and will serve a selection of hot and cold snacks, refreshments and light snack meals.

Use of the coffee area, due to its small size and location (off the reception), will be predominantly by hotel residents; however non-residents will also be allowed to use the facility only between the hours from 08:00 until 21:00 Monday to Saturday and 10:00 until 18:00 on Sundays. After 23:00, guests may still avail of this facility but the seating area will be closed to prevent disruption to other hotel guests.

We do not anticipate any need for an off licence and coffee/snack sales will be fairly limited. Furthermore, it is anticipated to operate mainly as a guest beverage area and therefore any noise impact on the street from the guests leaving the premises once the facility closes will be minimal. We will however provide signage kindly asking patrons to leave the area quietly and respect neighbours.

Staff

We have anticipated that one manager will be on duty at all times in the hotel and up to three full time equivalent staff will cover reception and the coffee shop. In addition there will be housekeeping staff.

The principle entrance to the hotel is on Kingsway with a secondary access off Wild Court. The hotel's elevators are located beyond the reception desk to provide active supervision to all publicly accessible areas of the hotel at all times.

All front of house employees will be fully trained in all areas of the hotel including fire training, security and first aid as well as naturally in providing the highest level of customer care.

The total staffing level will be 42 people; the staffing level of 35 (shown above) is taken from the average number of staff (including part time staff) required for a typical day although some of the hours and shifts are staggered. Z Hotels expect to operate the hotel with a workforce sourced within the local community.

Reception will house a desk for up to 2 receptionists who will be able to deal with guests quickly and efficiently, providing a traditional reception service as well as providing general information services to clients as well. Additionally, at peak hours there will be an active management presence around public areas to further enhance the guest experience and ensure a smooth operation at all times.

The Coffee area will also employ between 2 and 3 people during its opening hours and these will assist in all of the front office functions and again provide active supervision of the public areas.



At the front entrance, signage will encourage all guests to keep noise to a minimum, furthermore any guests requiring taxis will be encouraged to hail or arrange a taxi on Kingsway which has an endless stream of taxis day and night.

Z Hotels will be responsible for the operational management of the proposed hotel and it will ensure a robust management structure is in place to ensure compliance with all statutory legislation and to ensure public safety at all times.

Additionally, Z Hotels will provide additional off site support from its other operating hotels within Central London and through a corporate structure which will ensure all new legislation is implemented and adhered to at all times. Furthermore the central organisation will provide additional support in any crisis or situation.

Staff will be discouraged by the management team from smoking in the locality of the hotel and management will provide appropriate bins for the disposal of cigarette/cigar ends at the main entrance.

It is proposed that a dedicated 24 hour telephone number would be established to enable local residents or local businesses to contact hotel management to discuss any matters of concern. A log of telephone calls and the response given to the call would be kept to ensure follow up.

Security

The hotel will provide active supervision of the hotel and the immediate area through its own CCTV system with camera coverage to both entrances to the hotel, as well as other strategically located positions throughout the hotel, the monitoring system for the CCTV will be kept at reception which is to be manned 24 hours a day.

All bedrooms will benefit from a sequentially coded state of the art, RFID door entry system such as Vingcard to provide the highest security. Furthermore, as access to all bedroom areas is only possible by passing the highly prominent reception desk, the front office employees will further monitor and control guest movements.

We propose to link the hotels management team into the existing established networks locality, including the Safe Neighbourhood Team of the Metropolitan Police.

Transport

Car Parking

The footprint of the building represents the site boundary. On this basis it is therefore not possible to provide standard or disabled car parking spaces. Notwithstanding this, given the location of the site and the excellent public transport links, it is considered highly unlikely that a significant proportion of staff or guests would choose to drive to the site if parking spaces were provided. At the same time, in addition to the operation of the Central London Congestion Charge there are limited long term parking opportunities in terms of on-street provision surrounding the site. Providing no standard car parking spaces on site is therefore unlikely to result in an adverse effect.

Cycle Parking

It is accepted that adequate cycle parking provision, in addition to the TfL Cycle Hire scheme, should be made for staff that may wish to cycle to and from the site in line with TfL's FALP standards. However, it is considered highly unlikely that any guests would travel to or from the hotel by bicycle on their arrival or departure.

Taxis

A hotel of the scale and nature of that proposed at Wild Court is likely to generate some taxi arrivals/departures throughout a typical day.

The hotel entrance will be located on Kingsway. As currently occurs for the existing occupied space taxis are able to pick-up and drop-off on Kingsway and Wild Court.

Coach Parking

Z Hotels caters largely for single business users and the short stay tourist market. The business model and operational/marketing approach adopted by Z Hotels therefore seeks to exclude coach parties.

This practise is found to be successful within their other existing London hotels at Victoria, Leicester Square and Soho. Arrivals by coach therefore are not anticipated.

For this reason no dedicated provision is proposed for coaches. This decision is further supported by the fact that road openings and junctions within the immediate vicinity of the hotel and indeed much of central London have relatively tight radii which preclude the use of coaches.

On the basis of the above, it is not considered necessary or appropriate to provide space for coaches to pick-up/set-down and wait. Furthermore, the hotel through their operational processes will decline coach party bookings.

It is considered highly unlikely that any guests would travel to / from the hotel by bicycle and Z Hotels have had no such requests during the 6 years that Z Hotels have been in operation.

Servicing arrangements

Given the location, existing use of on-street kerbside space and kerbside restrictions which permit loading and unloading, it is proposed that servicing, as now, shall continue to take place from Double Yellow Lines immediately adjacent the site on Wild Court for Light Goods Vehicles and dedicated loading bays already provided on Kingsway. Discussions have been held with London Borough of Camden highway officers who support this arrangement and understand the requirement for such servicing from an on-street position.

It is expected that a minimal number of hotel deliveries, approximately three to four per day will occur. The first delivery results from the pick-up and drop-off of hotel linen, the second from a supplier who consolidates hotel supplies and the third will consist of supplies to the hotel based coffee shop.

All deliveries to the hotel will occur between 07.00 – 10.00am and 16:00- 19:00 Monday to Saturday.

Z Hotels will take all necessary steps to ensure that deliveries are kept to a minimum and are scheduled efficiently to minimise disturbance to adjacent users and to ensure highway safety is maintained at all times.

Due to the nature of the operation (with minimal food and beverage consumption), it is anticipated that all deliveries will be made by small to medium sized Light Goods Vans and that these will be limited to short waiting times to allow for loading and unloading only.

Outside of these deliveries only essential and typically small deliveries will occur such as Milk, bread, daily produce etc. These will enter the hotel through the hotel entrance on Wild Court, typically early morning before 07.00pm or after the morning rush hour on all days.

All delivery drivers will be required to switch off all engines and radios during the course of the delivery to ensure disturbance is kept to a minimum at all times.

The anticipated deliveries that will occur are limited to the following:-

- Laundry – once daily, 6 days per week. Clean/dirty laundry is taken to/from the delivery van on a trolley held within storage area at ground floor of the hotel.
- Fresh produce, bakery etc – either delivered on foot from nearby suppliers or from the van once daily, 7 days per week

These are the regular deliveries that will occur on a daily basis, further to this we anticipate all other supplies being delivered via a wholesale consolidator who will collate general supplies, including consumables, stationery, beverages and non-perishable items which will typically be delivered on a 3 times per week basis.

Vehicle Booking System and Associated Control Measures

The operator recognises and understands that in the worst case servicing can cause noise nuisance to neighbours. In order to reduce such risk, it is intended to reduce the number of servicing movements that occur before 8am and after 7pm primarily through the use of active management.

A formal vehicle booking system will be put in place. This system will allow procedures to be put in place to manage delivery time slots and ensure a steady flow of vehicles without a glut of deliveries

occurring at a given time.

Specific reserved time slots will be agreed with regular supplies. This will be managed by the relevant supplier phoning ahead and contacting the SMC. Any vehicle which does not follow the booking system will be turned away due to non-compliance.

At all times the SMC will aim to provide service providers and suppliers with timeslots which avoid AM and PM peak highway periods, or other sensitive periods.

Such procedures will give the SMC absolute control over the servicing arrangements and the servicing demand profile. With such an arrangement peak usage and occupation will be able to be managed effectively.

In the event of congestion or a delayed delivery, drivers will be required to call ahead (at least 30 minutes) to advise the SMC of their anticipated arrival time.

Should a delivery vehicle arrive unannounced this vehicle will be turned away. Unscheduled arrivals will be noted by the SMC and the information fed back to service providers / suppliers. It is expected that given supplier regime and stakeholder inclusion such an incident will be infrequent.

A 'turn-away' policy will be used for vehicles that arrive at the development without having booked a slot. Vehicles that arrive without a booking or delayed arrivals will be directed by the SMC to leave unless a suitable time frame is available for servicing to take place. Unscheduled arrivals will be noted by the SMC and the information fed back to service providers or suppliers. Delayed services should contact the SMC and reschedule

Refuse, Glass and recycling storage and collection arrangements

It is intended that refuse be stored in the basement location shown on the storage/recycling drawings (see Appendix 1) with appropriate facilities provided for recycling of all waste materials. It is anticipated that collection of all waste would be by private operator.

All food waste, which is anticipated to be minimal due to the style of operation, will be held within refrigerated zone until collection occurs. Other waste will be sorted into categories and collected accordingly. Suppliers will be encouraged to make all deliveries in recyclable containers so as to reduce waste products.

No refuse or recycling would be stored for any length of period externally on street, located internally within the building within the dedicated refuse store, until collection.

Servicing Noise/Operation

Whilst it is inevitable that any form of commercial or residential development will need to create some noise, and this is readily acknowledged in governmental planning guidance, it is our aim to minimise the impacts of such noise, either through the design of the development or management controls to govern the way it operates.

The proposed development is to incorporate both forms of control:

(i) Deliveries will generally be made using small or medium sized vans, rather than heavy goods vehicles. This is primarily prompted by the need to avoid highway congestion, however, in broad terms vans tend to generate less noise than heavy goods vehicles and turnaround times are significantly quicker.

(ii) Delivery drivers will be required to switch off engines to prevent unnecessary engine idling noise.

(iii) Deliveries will only occur during normal business hours of 06.00 to 18.00, other than a small number of “fresh” deliveries that are required on a daily basis.

(iv) Since the hotel does not have an extensive food or beverage offer, there are limited requirements for daily deliveries.

(v) All waste is to be stored off street in designated storage spaces. As such, noise generated by the deposit of waste will be minimised “at source” within the proposed development.

(vi) Based on our other recent comparable hotel developments in Central London and the low level of food and beverage proposed for with Wild Court, it is not anticipated that there will be a need for specific glass recycling. If it is subsequently required, glass recycling will only be undertaken during the afternoon (14.00 to 17.00 hours) to minimise the risk of such activity causing disturbance to nearby residents.

Waste from the hotel will be managed via a ‘just in time’ operation and collection will confirm to the guidelines set out in the document Manual for Streets. As a restaurant is not provided as part of the hotel, food waste and bottle recycling is kept to a minimum. Z Hotel use Camden’s ‘pre-pay’ bagged waste collection system - with bags put out for collection 15 minutes before collection each day (twice daily).

It is suggested that the above controls should help ensure that the occupiers of the development nearby residents are not unreasonably disturbed by servicing.

Fume extraction and plant

The proposed development will include the installation of new and replacement mechanical services plant, suitably designed to control noise emissions and preserve the amenity of adjoining noise sensitive properties.

Building services and plant equipment will predominantly be housed on the building’s roof. Any new or replacement plant will be engineered to acoustically minimise noise to acceptable levels set by the Council.

It is also proposed to adopt an acoustic design target of 50dB(A) for any adjoining commercial properties (in order to control noise emissions in line with design guidance set out in BS 8233: 1999).

All new building services and plant will be installed and fully comply with the Council’s standard requirements in terms of acoustic performance, such that the proposed plant when operating the



cumulative noise level $L_{aeq Tr}$, measured or predicted at 1m from the façade of the nearest noise sensitive premises, shall be a rating level of at least 10dB(A) below the background noise level $L_{AF90 Tbg}$. The measurement and/or prediction of the noise should be carried out in accordance with the methodology contained within BS 4142:1997.

In relation to vibration, Z Hotels will look to ensure that Internal vibration levels shall not exceed the category of “low probability of adverse comment” in Table 7 of Appendix A of BS 6472:2008.