

53-55 Chalton Street NW1 1HY & 60 Churchway NW1 1LT

Operational Management Statement

July 2019

CONTENTS

1. Introduction
2. About the Operator
3. 53-55 Chalton Street NW1 1HY & 60 Churchway NW1 1LT - Location
4. Operators Vision for the Operation of the Hotel and Market Positioning
5. Operation
 - 5.1 Hotel Layout
 - 5.2 The Main Entrance
 - 5.3 Reception
 - 5.4 Hotel Bedrooms
 - 5.5 Breakfast Rooms, Bar and Restaurant
 - 5.6 General Facilities
 - 5.7 Room Facilities
 - 5.8 Smoking Area
6. Day-to-Day Operational Strategies and Policies
 - 6.1 Security and Transport
 - 6.2 Human Resources
 - 6.3 Fire Safety, General Safety, Fire & Hygiene
 - 6.4 Environmental, Green and Social Responsibility Policies
 - 6.5 Neighbourhood
 - 6.6 Kitchen
7. Deliveries and Drop-offs
8. Waste Management Strategy

1. Introduction

This operator management plan is submitted to accompany the planning application at 53-55 Chalton Street NW1 1HY & 60 Churchway NW1 1LT to facilitate its use for a new hotel with frontages on Churchway and Chalton Street. The introduction of a hotel is in line with planning policy and creates an appropriate infill and enhancement of the street scene.

The new hotel accommodation will be run and managed by a subsidiary of the applicant meaning this hotel will be owned and operated by the same organisation. We will be offering boutique accommodation similar in nature to our other successful hotel in London. We are a family run business who have been involved in offering quality hospitality and hotel accommodation for over 15 years. Our focus is on combining a personalised service with comfortable accommodation and a convenient location.

We are fully committed to 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 Operational Management Statement:

- Illustrates the facilities the newly proposed hotel will offer;
- Specifies the guiding management principles and operations of the hotel;

It is a reflection of our attitude and intentions:

- To ensure we respect the amenity of surrounding residents and all sections of the community;
- To enhance the balance and mix of uses in the area, local character, residential amenity, services for the local community, the environment and transport systems
- To ensure the commercial success of the hotel

2. About the Operator

Identity and philosophy:

RangePAY (the applicant) was established in 1980 as a parent company to own, develop and operate hotel and retail interests across London. We have always been a family run business and have operated from 53-55 Chalton Street for 30+ years, allowing us to build a deep understanding of the local community. As such the directors have forged many close business and social relationships with the community of Sommerstown and beyond. The directors take pride in their close ties with the community and welcome this opportunity to combine this with their passion for providing modern hotel accommodation. Our hotels are designed to offer a distinctively personal touch and socially aware ethos. We have a strong track record for guest loyalty and welcome many travelers time and again.

We have been resilient to changes in the volatile Central London hotel market. We have a strong identity and repeat custom for our hotels, and this has ensured that we operate with a good profit and high room occupancy rates which provides job security to the local community. We constantly review the London market and make changes where necessary to ensure we are at the front of trends and market shifts.

Throughout this document, the aim is to provide clear and detailed information regarding the proposed new hotel, including its facilities and operation. Also highlighted are the operational strategies and policies that will be adopted to ensure good relations with local residents and neighbours.

As mentioned, we are involved in a number of existing hotel operations which demonstrate our repeated ability to build sustainable businesses, that bring benefit to local businesses and much needed secure employment opportunities to local residents. The aforementioned hotels owned or under management include:

House of Toby
61-65 Swinton Street,
Kings Cross,
London
WC1X 9NT

W14
16-22 Gunterstone Rd,
West Kensington,
London W14 9BX

Belgrave Hotel
9-13 Clapham Rd,
London SW9 0JD

3. 53-55 Chalton Street NW1 1HY & 60 Churchway NW1 1LT - Location:

The area in which the site is situated is known as Somers Town, which is a small suburban enclave in north central London situated between Camden Town, Euston Road, London Euston train station and St Pancras international train station. Thus the site has excellent transport links with a PTAL rating of 6B.

Somers Town has existed for two hundred and fifty years. It started out as pastoral land in the middle of the eighteenth century became a vibrant developed area of London. In the middle of the eighteenth century Euston Road was constructed by the authorities in London. The advent of this road spurred local aristocrat Lord Somers to initiate a building programme in the area, which subsequently urbanised the area.

The site has frontages on both Chalton Street and Churchway.

Chalton Street Neighbourhood Centre is located on the northern side of Euston Road between St Pancras and Euston Stations. It contains shop premises and also a street market. The street is characterised by generally medium scale buildings accommodating a mix of commercial including food and drink uses on the ground floor with residential, hotel and office accommodation above. These commercial uses serve local residents, workers, and travelers using the two main main stations.

Chalton Street is a busy thoroughfare with broad pavements and active frontages at ground floor level. The street has a market trading on a daily basis and established mid 19th century. On the west side of the road, adjacent to the site, buildings stand on narrow plots. Above ground floor buildings have varied appearance, although many buildings retain the character of period townhouses, i.e. tall sash windows. Buildings form a continuous frontage.

On the east side of the road is the Ossulston Estate a multi-storey with a maximum of 7 storeys council estate built by the London County Council in Somers Town between 1927 and 1931.

Drummond Crescent retains some period properties but this age of property has largely been replaced by large social housing developments, characterized by very large plots each with single appearance. This is typified by Winsham House and Seymour House adjacent to the site and other nearby properties such as, St Joseph's flats and St. Anne's Flats.

The characters of Chalton Street and Drummond Crescent/Churchway are quite different. Chalton Street is a busy thoroughfare while Drummond Crescent/Churchway is a quieter residential quarter. However, both areas have a range of scales of development.

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

4. Operators Vision for the Operation of the Hotel and Market Positioning

The hotel will be an ethical, sustainable business designed for leisure and corporate markets.

We will achieve a 3-star hotel rating with a personal touch in keeping with the group's wider ethos. The target customers are primarily: leisure visitors as well as local businesses and organisations who are located in and around the Camden, Euston and Kings Cross areas.

Illustrated below are community services that we provide in our other hotels in London. We have a strong record of running hotels that are an active member of the community.

Community facilities and focuses provided by the hotel:

- Receiving & sending parcels
- Out of house - deliveries for neighbours
- Messages
- Keys - drop off, pick up, key holding
- Out of house -cleaners access
- Emergency contact
- 24hrs CCTV & manned for security
- Handy man help in emergencies
- Cleanliness on the street: cleaners clean the footpath and the immediate road outside the entire width of the hotel
- Sensible delivery hours & numbers compared to other businesses
- Laundry Mon-Sat: all other deliveries 2-3 max a week
- Discounted taxi services for guests and neighbours
- Friends & family discount for local neighbours
- Christmas get together, food and drinks
- Culturally diverse clientele
- Business travellers
- More local employment opportunities
- Better business for the local shops and services
- Well maintained and cleaned building uplifts the value of other properties

As part of moving forward with the hotel proposals we will work closely with the neighbour's during the building works and as part of this will monitor and review the delivery / servicing strategy. This will evolve and grow to take on board any comments raised. We have strong management principles that are tried and tested in our existing hotels, they will be applied to the new hotel.

The affordability of the accommodation will be market tested and relates to a price point that appeals to discerning travellers. It is envisaged that the target customer of the hotel will be 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 three. These figures are consistent with the market performance of hotels in Camden, although in the early years of trading we are adopting a cautiously optimistic approach.

The key areas of focus for us are as follows:

- Redefine and strengthen our core competencies: for example, providing consistent, personalised, authentic ethical hospitality and service delivery;
- Exercise a disciplined growth strategy.

5. Operation

5.1 Hotel Layout

The proposal is to provide 5 storey hotel accommodating 46 hotel rooms, ground floor restaurant bar, basement kitchen and ancillary accommodation. The proposals will create an opportunity to enhance the local character and the management operations will respect the wider community.

The layout of the proposals at the site are a result of investigations exploring the character of the existing built form found around the site and the surrounding locality. The concept for the site layout is to reinstate an architectural form to both the Chalton Street frontage and the Churchway frontage which successfully rebuilds the street scene providing a continuity to the rhythm of the overall street elevations. In contrast to the existing building which breaks the continuity of the street frontages. We have worked in partnership with the local authority planners through paid design meetings to ensure the councils requirements and thoughts have been incorporated in to the proposed scheme.

The main entrance on Chalton Street has a level threshold for ease of access and the secondary entrance on Churchway has part M compliant external stepped approach. The main access for staff and deliveries is from Churchway. Internally all significant changes in level are mitigated with lift access.

The hotel reception area is proposed at ground floor level, with 46 hotel rooms at basement, first, second and third floor levels. One of the hotel rooms will be universally accessible. The main components of the ground floor are the reception, BoH offices inc staff welfare facilities, customer toilets, restaurant/bar inc storage and multipurpose overflow breakfast/conference room. The basement floor consists of kitchen, refuse and recycling store, plant/store room with the remainder being guest rooms.

It is proposed that the breakfast room will be used for hotel guests during the breakfast period, from 7:30am to 9:30am. It will be a publicly accessible restaurant/bar use during the remainder of the day.

5.2 The Main Entrance

- All hotel guests will enter through one of two fully accessible entrance doors on Chalton Street into a single reception space.
- Access for non-residents to the conference/function room will be via the main reception. Reception staff will be fully briefed on events taking place and will meet and greet attendees.
- The bar will feature a single entrance point from Churchway. There will be access from the bar to an outdoor seating area but this will be separated from the public footpath by means of metal railings. Secondary access to the hotel is possible via the lift in the bar and via the conference room this is controlled by security access cards.
- Access through the building between Churchway and Chalton Street is only possible to staff with security access cards. Residents access cards will be time controlled to restrict access to particular locations at particular times of the day.
- Non-resident hotel guests shall not be allowed access or to remain on the premises, within the hotel restaurant, bar and function room except between the hours of 07:00 and 24:00

Hotel Guests

- Guests being dropped off at the hotel by vehicle will be greeted by the hotel's reception and guests will be given help with carrying their luggage into their room;
- The hotel entrances will be monitored at all times of the day and night to prevent any disturbances and keep noise pollution to a minimum. CCTV cameras will be installed in the appropriate places both internally and externally around the building.
- Based on our other operations we know 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 generally predictable. Special care and attention will be given to minimise any type of disturbances.

5.3 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/Duty Manager; 1 x Receptionist/Porter;
- From 07.00 to 23.00, the minimum staffing level on the front desk will be 1 x Duty Manager; 2 x Receptionists; 1 x Porter;
- The legal requirements for registering guests including passport ID details for international guests will be followed;
- There will be 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;

5.4 Hotel Bedrooms

There will be 46 brand new boutique guest bedrooms, with 3 single rooms, 20 double, 6 twin, 10 triple and 7 quad rooms.

5.5 Breakfast Rooms, Bar and Restaurant

- The ground floor breakfast room of 67 m² (approx. 54 seats) will be used for hotel guests during the breakfast period. Breakfast will be served from 07.30am to 09:30am. There is a second room at ground floor of 54 m² (approx. 54 seats), this will serve as breakfast overflow if required. The hotel will have a dedicated kitchen in the basement. The breakfast on offer will be continental type breakfast, with minimal smells and impact to the neighbours. We are already experienced in arranging food preparation on the above terms and hold a 5 star food hygiene rating.
- Outside of breakfast service, the main room will form part of a bar/restaurant for hotel guests and also open to the public. The second room is multiuse and will cater for private dining, functions and conferences. Although an integral part of the hotel and not to be viewed as a separate entity we are keen for these services to be viewed as a neighbourhood amenity. These facilities will be promoted to local business owners and discounted rates will be offered for events and community activities.
- There is an external seating area facing onto Churchway. Operational times for this area will only be permitted between 09:00 to 21:00. Access to the outdoor space can easily be controlled as it is only accessible via the bar space. It is not a means of escape so doors can be locked. It is proposed that this space will be restricted to ten seated patrons. It is proposed to feature dense planting to a height of approx. 2.2m along the boundary to act as an acoustic and visual barrier. The planting will be maintained by the hotel to ensure the integrity is upheld. The metal railing that is a feature on Churchway will return along the boundary upto the junction with Winsham house to ensure security is maintained in this area. The railings to this area facing Churchway will be operable as gates if necessary to assist deliveries but will be locked shut otherwise.
- The doors and windows doors/windows to the Restaurant on Churchway will be closed between 21.00 and 09.00 Monday to Sunday,

5.6 General Facilities

- Furnished bedrooms with daily maid service, complimentary toiletries, and safety deposit lockers.
- Complimentary Continental breakfast, which includes a choice of jam, marmalade, toast, chilled juice, cereals, hot chocolate, milk, coffee and tea. It is served in the breakfast room from 7.30am to 9.30am.
- Round-the-clock reception
- Free Wi-Fi throughout the hotel
- Vending machines for chocolates, canned drinks and crisps
- Ironing board and iron on request
- Early check in and late checkout on request
- Complimentary luggage storage facility for late departures and early arrivals.
- Print and Fax service available
- Complimentary map of London upon arrival
- Leaflets for information on tourist attractions in and around the city.
- Tickets for sightseeing tours and tourist attractions at the same prices as at the attraction. You can save yourself from standing in a long queue by purchasing the tickets from us.
- Taxis booked for distant and local destinations.
- Airport drop off with a renowned taxi firm.
- Arrange your journey to European cities by coach or train.
- CCTV
- Key card access to rooms
- Discount on group bookings and free accommodation for leader of a group of 20pax+
- Special discounts on long stay bookings
- Check out is at 10.30am. You can leave your bags in the Luggage room.
- Late checkout £10 per hour (subject to availability)

5.7 Room Facilities (Single/Double/Twin/Triple/Quad)

- Air conditioned
- Cots Available
- Linen and Towels Provided
- Television
- Desk
- Hairdryer
- Non-Smoking
- Private bathroom (with shower, toilet, and sink)
- Tea/Coffee Making Facilities
- Room Safe
- Daily Room Service
- Iron/Ironing board
- Telephone
- Free Wireless Internet

5.8 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.

6.0 Day-to-Day Operational Strategies and Policies

6.1 Security and Transport

- The hotel entrance will be monitored at all times and day and night to prevent any disturbances and keep noise pollution to a minimum;
- The hotel will be staffed on a 24/7 basis with the equivalent of 19 full time staff;
- The hotel will have 24 hour digital monitored CCTV coverage;
- We will pro-actively communicate with our neighbours in order to deal with any issues that may relate to them;
- We 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 most guests will arrive and depart at their convenience using various public transport services. Within less than 10 minutes walking distance there are underground stations and mainline stations including Euston, St Pancras and Kings Cross.
- We will ask customers when checking out whether they will be 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.
- Secure cycle parking for 3 long term spaces and 1 short term space. This will be staff controlled access and 4 spaces have been provided within a lockable store by the ground floor reception area. The stands are to secure by design standards and each bike can be safely locked. There is flexibility with regards to the neighbouring luggage store and at present the cycle store is 2mx1.8m but can be increased to allow of extra parking and the luggage store reduced accordingly.
- 7 additional secure external bike spaces will be provided via Sheffield Stands or bike port as part of the street improvement works on Churchway. We will advise hotel guests of the availability of TfL bicycle hire stands close to the hotel.
- Due to the close proximity of all the main modes of transport, no on site parking spaces have been provided. It is proposed that hotel development is purposefully a car free development. The Transport Statement submitted as part of the planning documentation demonstrates that there is adequate taxi and coach on street drop off spaces to facilitate vehicular arrival and departure.
- All security measures will be in accordance with Counter Terrorism Guidelines.

6.2 Human Resources

This will be made up of 23 full-time staff and 5 part-time staff. In terms of hours worked this is equivalent to approximately 25.5 full-time members.

General Manager: 1
Duty Manager: 2
Front Desk – 3 + 2 on rotation = 7
Cleaners - 4 + 3 on rotation = 10
Maintenance: 1
Porter : 2
Bar Staff: 2
Waiters : 4
Kitchen Staff: 4

Total: 28

- All staff members of the hotel will use security access cards;
- We are an equal opportunities employer and promote a diverse demographic with representation from countries across the globe providing a multi-lingual and multi-cultural workforce; local residents will be encouraged to apply for employment with the company;
- The employees will work dedicated shift patterns and will benefit from some onsite facilities;
- Housekeeping staff are coordinated and will ensure one-entry service into the rooms;
- The external premises will be cleaned by internal staff;
- Smoking and mobile phone usage is not permitted in or around the workplace;
- Staff will manage all aspects of daily service including reception, hospitality, reservations, portage, duty and general management, housekeeping, maintenance, facilities and security.
-

6.3 Fire Safety, General Safety, Fire & Hygiene

- A regular fire alarm test will be conducted every Tuesday, and all staff including security detail will undergo fire training every six months;
- Fire training will be conducted by an accredited supplier;
- Six fire wardens will be appointed for the property based on the number of employees and expected guests.
- Fire Risk Assessment is conducted annually through an external contractor;
- A fire evacuation plan will be produced for the property;
- 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
- 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.

6.5 Neighbourhood

- In our experience, the continues success of our hotels depends upon developing a loyal and local following, this hotel is no exception;
- We will communicate proactively with our neighbours, residents will be given several points of contact for immediate issues;
- Invite our neighbours to various events throughout the calendar year;
- Offer special rates to local guests;
- Inform, in advance, our neighbouring residents and businesses of any external building work that is needed, and will minimise disturbance at all times; We will create a collaborative consultative group with Local Business associations and residents to discuss pertinent issues that relate to local residents and businesses

6.6 Kitchen

- Hot food for the restaurant/bar area will be prepared in the kitchen onsite from 06:30am to 22:00pm. The restaurant itself will be open from 12pmpm to 22:00 to non-resident guests.
- Breakfast food is delivered to Churchway and reheated prior to service. As the breakfast is to be a continental type food preparation will be minimal and will consist of heating pastries and arranging platters. Food safety standards and procedures (eg, temperature control) will be implemented.
- After breakfast hours the kitchen will serve food to order from the bar/restaurant only. Room service is not proposed

7. Deliveries and Drop-offs

The applicant, operator and design team have already met with local Ward Councilors, their main area of concern was noise and disturbance to neighbours. These issues can be mitigated by virtue of the nature of the street and the pub opposite having an existing late licence, at the time of the visit the shop at the site traded until 11pm. Generally they were very supportive of the proposal.

The retail operation at the site has now moved to alternative premises on Chalton Street. The hotel operation will be less frequent than deliveries to the retail unit, the service doors will be at the same position.

The proposed hotel deliveries are only 2 regular deliveries daily and therefore significantly less inconvenience/noise to local residents and businesses. The most notable deliveries for the hotel will be the daily laundry service and food delivery but these will be small scale thus not requiring large delivery Lorries or folk lifts.

Deliveries time shall normally take place between 07:00 and 19:00 Monday – Friday and 08:00 and 13:00 Saturday. Laundry, food and beverages deliveries typically take place in the mornings and suppliers aim to avoid peak times when routes are more congested.

- The Churchway entrance will be the central point for managing deliveries. No deliveries will be permitted 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 06.00 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;
 - Food: breakfast food delivery to Churchway will take place at 06:30am it is anticipated that there will be three further morning deliveries per day for vegetables, meat and dry goods.
 - Beverages: approximately three per week eg beer, wine, spirits and soft drinks.
 - 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; We use 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, small van;
 - Marketing and Brochure products: to be ordered delivered a maximum once per month, small van;
 - Maintenance related goods and supplies will be coordinated 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;
 - 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, envisaged to be on foot;
 - 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.

- All deliveries will come from small vehicles which will form part of our SLA with suppliers; any non compliance will not be tolerated;
- Goods will be subject to delivery control checks according to health and safety, HACCP guidelines for any perishable goods and Food Safety standards;
- Staff and delivery activity in Churchway will be organised in order to enhance efficiency to avoid noise and disturbance to ensure safety. All our suppliers and services deliveries will be booked and coordinated. 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 /recycling store which will comprise: 2 x 1100 L Eurobins (for general waste and recycled material) and 1 x 1100 L Eurobin (for food waste);
- We propose a contractual agreement with Camden Council for the collection of general waste. This is our arrangement at the House of Toby and has served us well for over two 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 corresponding individual bins before being collected and recycled by our appointed external contractor. Waste will be put outside in the Churchway 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. A third party inspector will be contracted to make random checks to ensure cleanliness and health and safety practices are being adhered to.
- Waste collections will accord with Camden's designated times which are understood to be 06:00am, 18.00hrs, or midnight;
- The refuse room will be provided with water supply and drainage and will be cleaned regularly;

We will continually review our management policies to ensure that the hotel operates effectively and responds to dialogue from local residents and Camden Council. This management plan is a live, dynamic document that will be subject to periodic review.