

**Maison Estelle
6 Grafton Street**

**Operational Management Plan
(including Servicing Management
Plan)**

1. Introduction

This statement has been prepared to support an application for full planning permission and listed building consent for a Private Members Club at 6 Grafton St, W1S 4EQ which will offer fine dining, lounges, ancillary bars and private events.

Ennismore is a London-based owner and developer of unique hospitality properties and experiences around the world. It currently owns and operates the Hoxton hotel brand in London, Europe and the USA, Gleneagles in Scotland and several standalone restaurant concepts in London.

The club will operate at the highest level, delivering experiences of the highest quality, providing the opportunity to introduce a level of luxury and distinction with an international following that will contribute to Westminster's role as a world city.

2. Purpose of Document

This document illustrates Ennismore's proposed operating management strategy for the Club to ensure that appropriate controls are in place to minimize any noise and disturbance to neighbours and the surrounding area.

3. Facilities

Floor	Facilities
Ground Floor	<ul style="list-style-type: none">• Drawing room offering lounge seating for approximately 14 covers• All-day Pantry / Cafe for approximately 26 covers- an area within the cafe has also been designated as flexible space to accommodate private dining or events• Members Reception
First Floor	<ul style="list-style-type: none">• All-day brasserie-style restaurant across the whole floor for approximately 66 covers• Kitchen
Mezzanine (only in the 1970's extension)	<ul style="list-style-type: none">• Main preparation kitchen for servicing the restaurants on the First and Second Floors• Staff WC's
Second Floor	<ul style="list-style-type: none">• Library and study in the Grade I historic side of the building with approximately 40 seats• Finishing kitchen• Male and Female WC's
Third Floor	<ul style="list-style-type: none">• Library across the Grade I historic part of the building providing 46 covers.• Lounge area with ancillary bar accommodating approximately 30 covers• All the spaces on this floor allow for flexible use as private event areas• Male and female WC's
Roof Terrace	<ul style="list-style-type: none">• Roof terrace with ancillary bar for 26 covers• Retail space
Lower Ground	<ul style="list-style-type: none">• Members Lounge accommodating 45 covers• Female WC's
Basement	<ul style="list-style-type: none">• Basement lounge bar for approximately 61 covers• Male and accessible WC's• Refuse storage• Cloakroom

4. Customer Capacity and Hours of Opening

Total theoretical capacity of The Club is anticipated to be approximately 560. This is based on the total cover count of approximately 460, staff compliment detailed below and factoring in potential private events in one of the flexible event spaces. However, based on the following material considerations,

Ennismore does not consider that a capacity of 560 will ever be reached in practice:

- Based on the desired environment for members, no more than one standing private event will be permitted on a specific day
- The number of private events, with between 470 to 600 customers on site shall not exceed 2 per month
- Meal reservation times will be staggered within specific restaurants but also coordinated across the restaurants
- Based on the different uses envisaged for the lounges / library / bars and the restaurants, it is unlikely that every space throughout the property will be fully utilised simultaneously.

Opening Hours

		Sunday - Tuesday	Wednesday -Thursday	Friday - Saturday
Basement + Lower Ground	Last Drinks:	01:00am	2:30am	2:30am
	Closing	01:30am	3:00am	3:00am
Ground + 1st + 2nd + 3rd	Last Drinks:	01:00am	1:00am	1:00am
	Closing	01:30am	1:30am	1:30am
Rooftop	Last Drinks:	09:30pm	09:30pm	10:30pm
	Closing	10:00pm	10:00pm	11:00pm

5. Management and Staffing

The Club will operate with a General Manager and a full management team with members of staff 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.

The detailed operating model of the Club is still under consideration, but it is anticipated that the following full complement of staff will be required (estimated between 150 - 200)

Team	# of Staff	Roles
Management	9	Directors, General Manager, Assistant General Managers, Restaurant Managers, Bar managers, head of security, Executive Chef
Office	8	Membership Secretaries, Talent Coordinator, Finance Manager, Finance Assistants, PR Manager, M&E Coordinator
Front of house	50	Receptionists and Hosts
Chefs	21	Head Chefs and Sous Chefs
Restaurant Service	39	Waiters and back waiters
Bar Service	25	Bar tenders and bar backs
Security	6	Security and Doorman
Porters	6	Head porter and kitchen porters
Other	12	WC Attendant, Traffic Steward, Maintenance, Cleaners, Night Cleaners

Depending on the day of the week and time of day, the number of staff on site will likely range between 80 and 90.

All staff will be trained to a very high standard in operating procedures and customer service and will receive the required health and safety and fire procedure training. All training will occur on site and where not possible (e.g., pre-opening), this will occur at one of Ennismore's other hotel sites within London.

A target has been set to recruit 50% of the staff compliment within London's Zone 1.

The General Manager will always be appointed as the designated community contact and any issues affecting local residents should be notified to this person who will deal with them accordingly. There will always be a Duty Manager 24 hours a day should local residents wish to raise any issues which arise from the operations of the Club at any time at all.

The General Manager and Director of Private Clubs contact details will be available to neighbours.

In the event of a complaint being received, it will be dealt with in a prompt manner following the process below

- Complaint received
- General manager will carry out a full and thorough investigation
- General manager will aim to resolve the complaint within 24 hours
- Complaints will be logged and reviewed by senior management on a monthly basis

6. Access

Arrivals / Departures

The Club will be served by two separate entrances. The primary entrance will be via the existing access on Grafton Street. In addition, a new entrance will be provided on Bruton Lane and it is proposed that this entrance will only be used in the evening (when demand for motorcycle parking in the vicinity is low).

It is anticipated that members will arrive by a variety of means of transport, including by taxi /chauffeur driven car. In addition, it may be that some members will travel to the premises by car. To ensure that parking near the premises is not materially affected by the proposal, member's will be advised not to park in the vicinity, and this will be set out in a Members' Rule Book.

Members will have to register themselves and their guests on arrival and the average duration of visit is envisaged to be approximately 2-3 hours.

It is acknowledged that departure activity associated with late night premises is a sensitive issue and therefore The Club will endeavour to manage such activity appropriately. Any member wishing to leave the premises by taxi / private hire vehicle will be required (through the Members' Rule Book) to book a taxi in advance and will be required to remain in the premises until their vehicle has arrived at the premises. At busy times, the Club will request that taxis wait off-site (at a location to be confirmed) in the vicinity to ensure that the number of vehicles waiting / queueing near the site is limited at any one time.

A traffic steward will be on duty at all times to ensure that all the above rules are adhered to and that no traffic is built up by Members accessing or departing The Club

Deliveries will be minimal and within specific times and guidelines (please refer to the Service Delivery Plan).

The Club's fire exits will be used solely for emergency exit and are covered by CCTV and subject to frequent management patrols.

7. Noise Control

The Club's primary business function is to provide a high-quality experience for its Members and therefore quiet and respectful use of the building is the main objective. Membership will be carefully managed and there will always be a record of who is visiting the Club and the policy will be such that it will not allow Members to bring large groups of people to avoid creating noise and disruption.

As noted above, restaurant reservations will be staggered across the various restaurants ensuring that Members enter the premises at slightly different times. The Club's facilities have also adopted staggered closing times across the building facilitating Member's leaving the premises at different times (i.e., avoiding increased numbers of people exiting simultaneously).

Additionally, Members will be directed to different entrances and exits depending on which facility of the club they are utilising. Members on Ground Floor and above will enter and exit through the Grafton Street entrance and Members on the Lower Ground and Basement will enter and exit through the Bruton Lane entrance. This approach will further reduce the potential for noise disturbance.

The proposed design also includes the installation of additional glazing and acoustic glass (where permitted).

Floating front of house staff will continually monitor the premises to ensure that members at risk of causing disturbance are managed appropriately prior to exiting. Security will be trained to manage and supervise the exit of Members from The Club and will ensure that this occurs in an orderly manner - they will be present on the premises later than the closing hours to ensure any disturbances are appropriately dealt with. Regular monitoring of plant room noise, machinery and vibrations caused by the building will be managed by the security teams.

8. External Terrace

The external roof terrace will be utilised by Members as a terrace bar and as a designated smoking area. The external roof terrace design includes the use of planters, a parapet and balustrade to reduce noise disturbance and enhance the neighbours' privacy. Additionally, there will be a constant Front of House staff presence to ensure there is no noise or disturbance caused. The Terrace will also have earlier closing times compared to other facilities in The Club. The roof terrace management team will limit the number of guests to no more than 26 guests.

9. Daily upkeep and cleaning

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

10. Security

Security staff will be present at each entrance of The Club when they are in use. Dedicated reception areas are also present at each entrance and will be manned with a minimum of two people at all times - receptionists will check in each Member and their guests.

CCTV cameras will be located both internally and externally within the building and recordings will be kept for the minimum 30 days. The main entrance and exits will be manned throughout the evenings to ensure Members are looked after in a safe environment.

11. Staff Management

Changing facilities will be provided on site for all staff- additional consideration is being given to an off-site staff facility in the vicinity that will provide for changing areas and personal storage and to accommodate back of house office areas (e.g., Finance and Membership teams).

All staff will be given mandatory breaks.

If staff wish to smoke on their breaks, they will be asked to leave the vicinity of the premises (to a designated area) in order to do so, and this will be set out in the staff handbook.

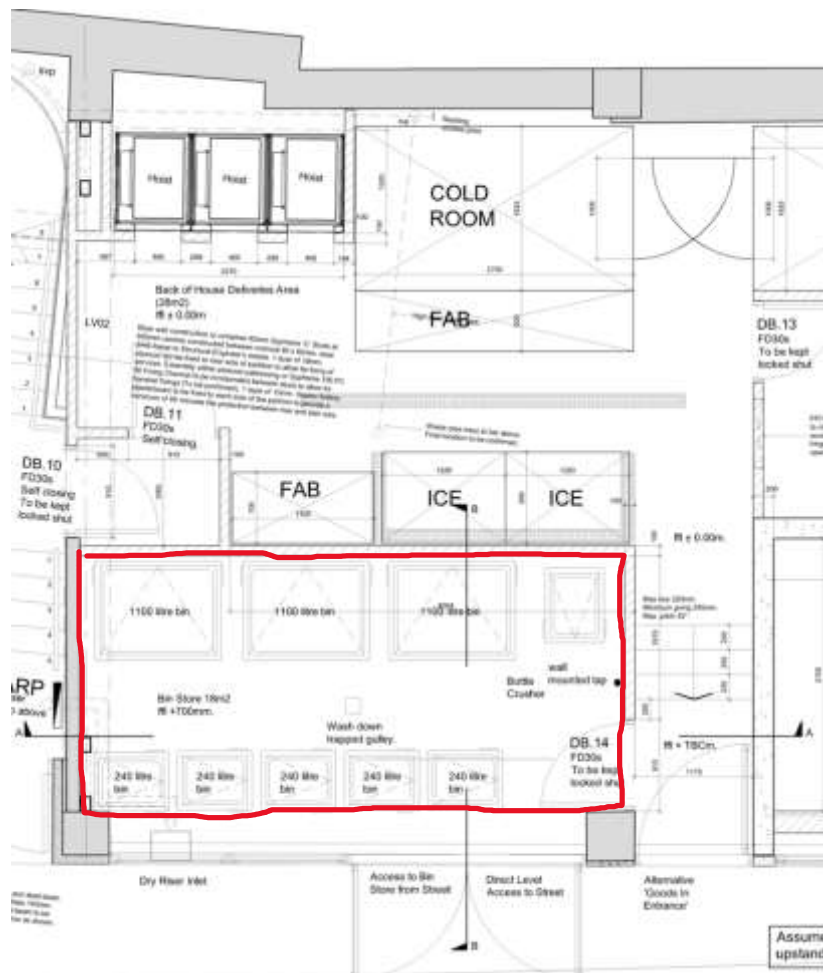
12. Servicing and Waste Management

Deliveries will be undertaken during the day (between 07:00-17:00). The number of early morning (07:00-08:00) deliveries will be limited to essential deliveries only (i.e., those that cannot readily / easily be undertaken at other times (e.g., bread deliveries)).

Taking into consideration the envisaged operations of The Club, approximately 8 to 10 deliveries are estimated per day (e.g., bread, vegetables, meat, milk and laundry). Where possible, efforts will be made to engage with suppliers that deliver via electric vehicles.

All servicing will be undertaken via Bruton Lane. A survey of servicing activity by our traffic consultants has been undertaken in Bruton Lane which demonstrates that there is ample capacity to accommodate the servicing needs of the development proposal in Bruton Lane with no material and/or adverse impact on the function of the road.

All refuse will be stored internally and will be collected daily by a private refuse contractor via Bruton Lane. A silent glass crusher will be utilised to avoid noise disturbance on glass collection. Please see position of waste bins and glass crusher on below floorplan. The storage of waste and glass crusher are positioned in the basement of the building on the Bruton Lane side.



Additionally, where possible / feasible, efforts will be made to engage suppliers and service providers that make deliveries and collect waste using electrical vehicles.

A member of staff will be designated responsibility for managing and monitoring all deliveries and servicing activities and liaising appropriately with all service providers and suppliers

13. Club Information

Information for guests is provided in the reception area. We will support local attractions, restaurants, shops, galleries and general facilities that are of interest to members.

14. Conclusion

The Club aims to integrate within the local community and ensure we operate with due consideration to neighbours and the local area. The Club will keep in regular contact with local residents ensuring to ensure any concerns they have are addressed and resolved.