

The Market House

Draft Management Plan

1 - 2 Market Place, Reading

Updated March 2019

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1. INTRODUCTION

The Purpose of this document is to outline how we are proposing to manage The Market House food market and hotel, and how we will apply our current working practices and models to this premises.

This Management Plan has been prepared to accompany the submission of applications for planning permission and listed building consent. It is envisaged that this document will be reviewed by Reading Council and adjusted if needed by agreement of both parties.

The development to which this Management Plan relates is the proposed change of use of 1-2 Market Place, Reading for the use of the building as a food hall and drinking venue at ground floor level with guest accommodation above.

1.2 Objectives

The primary objectives of the Management Plan will be to manage:

- The comings and goings of customers to the food market and guests to the hotel to ensure their safety and to ensure nearby residential amenity is protected.
- Deliveries and servicing to, from and within the premises in order to ensure that servicing activity is undertaken successfully and without conflict between vehicles and/or pedestrians; and

The Management Plan will manage deliveries and servicing to the premises in order to:

- Ensure that, where possible, deliveries are planned and pre-ordered so that there is no need for vehicles to wait unnecessarily on-street at any time.
- Ensure that, where possible, deliveries are undertaken by small to medium sized vehicles.
- Ensure that vehicles load/unload for the minimum time necessary and where ever possible use the loading bay located on Market Place and/or King Street in order to ensure that the development and adjacent highway is not obstructed or congested and is available for incoming vehicles whenever possible.

1.3 Background/Context

The City Pub Group currently operate 36 premises across the country. The venues and their food and drink offer vary significantly from site to site, from city to city. In Reading the aim is to create a unique and iconic lifestyle venue that takes full advantage of the prime, central location the site occupies. The venue will have a wide-ranging appeal to a broad spectrum of customers, and the flexibility incorporated into the operation will ensure the feel is kept fresh and in tune with modern sensibilities.

Operationally, the venue will be divided into three trading areas:

- The proposal will be for 210 food and drink covers within an informal dining hall.
- At first and second floor level are 24 hotel bedrooms capable of accommodating 48 guests at maximum occupancy.
- At third floor level is a smaller bar capable of accommodating 81 guests.

2. GOVERNING PRINCIPLES

City Pub Group stands out from the crowd with its unique and premium offer. This is embedded in its culture and influences everything from site selection, food and menu design to the quality of its employees.

Importantly its portfolio is built up of unbranded venues in high footfall areas that appeal to a broad range of customers. Each venue is centred on a high calibre level of staff that offers a relaxed, enthusiastic charming environment. The Group has a solid track record of identifying, acquiring, refurbishing and repositioning venues to drive higher returns. Its approach is highly differentiated and combines the flexibility of the managed model with the entrepreneurialism of the tenanted model. This differentiated approach has been honed over management's 100 collective years of licensed retail experience.

The Group's strategy is to enhance existing sites rather than redesign to a set formula. The Directors believe that an operation comprising individual quality outlets which are unbranded will trade better over the longer term. When refurbishing a venue, the Group adopts a timeless design style which is one of high quality but is not fashionable or contemporary. A typical refurbishment is undertaken in a style which the Directors believe is long lasting and through regular maintenance. To maintain the estate to a high standard, future refurbishment costs are reduced and closures of venues for major refurbishments are minimised.

Recruitment and retention of high quality staff is key to the Group's strategy, both at head office and across the estate. The Group's staff are well trained and appropriately incentivised, given their respective roles, with the focus on attracting the most suitable employees to support the growth of the Group and maintain high levels of consumer satisfaction.

The Group's localised strategy requires a certain standard and quality in its staff. The inherent ability to be engaging, intelligent and motivated are key attributes. The strategy to focus within Cathedral cities means finding the right type of staff should be easier especially as universities are central to all these cities. Finding the right people is followed by training programmes and a highly rewarding incentives package that we feel is unique in the industry. Putting its staff at the heart of the business is also reflected, with two employee representatives included at every board meeting.

Growth, accompanied with the clustering strategy, means many General Managers are 'homegrown'. This has allowed for progression to area manager in some cases. Each pub has a General Manager and head Chef on-site. The average full time equivalent (FTE) staff per pub ranges from 15-20 depending on size and offer (higher for those with accommodation and greater food offer). The operational structure is highly devolved fostering a more entrepreneurial spirit that is rarely seen in larger groups.

The overarching aim is to offer customers exceptional experiences, while striving to offer employees sufficient development possibilities to build a career within the Group. The City Pub Group has developed a comprehensive incentives policy with all employees participating at some level. Importantly bonuses are based on both quantitative and

qualitative targets are paid out weekly, monthly, as well as annually. This is unique in the industry, in our view.

While value for money is a major component, there is a key focus on a premium offer across the entire estate. Aligned with keeping the values of the venue intact, there is an aim for the venue to become a central part of the local community by incorporating local suppliers, local staff and providing several reasons for people to visit often.

Shifts in consumer preferences combined with the changing profile of the high street, have blurred the lines between pubs, restaurants, cafes and coffee shops. Customers are now able to have a breakfast in a pub or dinner in a coffee shop. Menus are developed individually for each venue and offer good value across a wide range of choice. Increasingly, healthier and vegan options are being offered in each pub to broaden the appeal to a wider range of customers.

The Group adopts a long term approach with its suppliers and has maintained relationships with its major suppliers since inception. This includes contractors, professional advisers, designers and property agents, as well as food and drink suppliers.

3. OPERATING HOURS

3.1 Ground Floor Food Hall and Public House:

11:00 – 23:00 Monday to Saturday
11:00 – 23:00 Sunday

3.2 Ground Floor Café only:

07:00 – 23:00 Monday to Saturday
07:00 – 23:00 Sunday

3.3 Guest Accommodation:

24 hours a day, 7 days a week

3.4 Rooftop Bar:

11:00 – 23:00 Monday to Saturday
11:00 – 23:00 Sunday

3.5 “Operating hours” on the uses described above refers to the sale of food and drink ceasing at 11pm; patrons are to have left the premises by 11.30pm.

4. MANAGEMENT OF PREMISES AND GUESTS

4.1 On-site Porter/Manager

There will be a full-time manager who will reside at the premises, supported by door staff and a concierge.

The purpose of the on-site manager is to:

- 1) Ensure safety and welfare of the hotel guests.
- 2) Ensure the rules/protocol set out below is adhered to by guests, staff, and outside visitors.
- 3) Ensure internal and external communal areas are kept clean, tidy, and safe.

A full job description of the role is as follows:

4.2 Job Description – General Manager

Job Overview

Your main job is to make sure your customers are happy, that there is plenty of stock behind the bar and that your staff know how to provide great service. You will be liaising with and reporting to your Operations Manager on the running of the business. But there is a lot more to it than that....

The Role

- Recruiting, training and motivating your staff.
- Complete appraisals and review development plans for management team.
- Maintain high standards in customer service.
- Maintaining the condition of beer and wine.
- Enforcing health & safety rules.
- Keeping up to date with licensing legislation.
- Sales, marketing strategy and promotions.
- Actively reviews all areas of the business, maximising its full potential.
- Adhering to budgets, increasing profits and managing cash flow.
- Periodic stock management & reporting on both wet & dry.
- Oversee the development of all food & drink menus.
- Overseeing or liaising with the kitchen.
- Ensure all daily, weekly and monthly financial procedures are completed.
- Compliance with all company standards, systems and procedures
- Dealing with difficult customers.
- Respond appropriately to guest feedback / complaints.
- Handling deliveries.

- Engaging with the local community to promote your venue as a hub and minimize any disruptions to the area

Skills & Qualifications

- Performance Management
- Financial Planning and Strategy
- Decision Making
- Strategic Planning
- Quality Management
- Able to multitask
- Flexible and adaptable
- People Management skills
- Ability to build rapport
- Communication skills
- Ability to work under pressure
- Excellent personal presentation skills

4.3 Noise

Door Staff and Guest Management

Notices shall be prominently displayed at all exits requesting patrons to respect the needs of local residents and businesses and leave the area quietly and staff members will be trained appropriately to adhere to noise control.

Each shift will have a dedicated Duty Manager who will be responsible for the health and safety of all persons in and around the venue, as well as ensuring compliance with all relevant legislation including Licensing and Environmental Health. This will be a member of the management team, (General Manager, Assistant Manager or Supervisor) who has undergone necessary training to support this function such as the BII National Licensees Certificate, First Aid Training and Conflict Management Training. Subject to licensing it is anticipated we will use fully qualified and SIA-registered door controllers to assist the Duty Manager during busy sessions. The times and number of doorstaff to be used will be determined by a daily Management Risk Assessment (subject to licensing).

Music – Within the Food Hall, and on the Roof Terrace

Music throughout the venue will be primarily ambient, recorded background music played through the venues music systems. The style of music will be in keeping with the premium food and beverage offer, and be wide-ranging in its appeal to reflect the broad customer

base we are targeting. Given the number of quality hotel rooms we are providing, we do not want to disturb the residents enjoyment of these by creating an environment that will adversely affect their experience.

After Hours Guest Check-in or Early Morning Guest Check-out

We will have a dedicated hotel receptionist between the hours of 0700 and 2300 each day who will be responsible for managing the checking in and out of hotel guests, as well as assisting them with any adhoc requirements. Check out time will be 1100 and guests will be able to check in from 1400 each day. Guests who wish to check out outside of these hours will be able to via a dropbox system, and those who wish to check in outside these times will be able to pre-arrange with the live-in manager on-site. It is anticipated that the vast majority of guests will be accommodated during the reception hours.

Controlled Exit and Dispersal

We will operate a Dispersal Policy which has been formulated to ensure that the business does not have an adverse impact on neighboring premises, businesses or residents. The operator is conscious that Market Place, King Street and Friar Street is a busy area, day and night, with both local businesses and residents in the immediate vicinity.

It should also be emphasised that we want to ensure a quality nights stay in the guest accommodation we are providing, and it would not be in our interests to provide a venue which is loud and which adversely affects amenity to the hotel rooms, either from within the building or immediately outside on dispersal.

If the policy is revised all team and Management will be made aware and fully trained in any new procedures.

A key element to ensuring that customers behave in a responsible and socially aware manner as they leave, is the way in which they are managed, whilst they are in our premises and more significantly during their departure.

There are a number of pro-active measures we will exercise towards and at the end of the evening to encourage the efficient, controlled and safe dispersal of our customers during our closing period, which are outlined in our pro-active Dispersal Policy below.

The aim is to ensure the safe, orderly and quiet dispersal of all our customers through our well trained and well-informed team, including door staff and hotel concierge.

At all times our team will be calm, friendly yet firm when required. They will be well informed with information about local transport services – where they are located and the operating times – to ensure all customers not only disperse quietly and effectively but also get home safely.

- At the end of the evening Management and staff (including door staff) will assist with the orderly and gradual dispersal of customers.
- During the last 30 minutes of trading any music will be softer and the volume reduced to encourage the gradual dispersal of customers.
- During the last 15 minutes of trading the lighting levels will be increased gradually to encourage the gradual dispersal of customers.
- We will display notices requesting our customers to leave quietly and in an orderly manner out of consideration to our neighbours.
- There will be at least one Manager who will take direct responsibility for the dispersal at the end of each evening, dedicating the last 30 minutes of trading to being front of house ensuring customers are encouraged to leave quietly and in an orderly fashion. They will work in tandem with the door team to ensure this happens.
- Customers will be encouraged to finish their drinks and progress to the exit, removing all glasses and bottles before they reach the exit. This gradual dispersal has the aim of ensuring that customers leave quietly and there are no bottle-necks either at the exit or on the pavements outside.
- During the last 30 minutes of trading, customers will be encouraged to use the toilets if needed.
- Customers who wish to depart by taxi will have access to local taxi numbers to book their taxi before they leave and arrange pick up at the bus stops or loading bays on Market Place, a short walk away from the premises. This will ensure we minimize taxis drawing up directly outside the venue – a narrow section of Market Place – which allows a clear route for other traffic and disperses customers and removes potential disturbance for residents and guests of the hotel accommodation
- The Management and door staff will draw attention of all exiting customers to the displayed notices encouraging them to leave quietly and in an orderly manner out of consideration to our neighbours.
- The Management and Door Team will pay particular attention to actively encouraging movement away from the venue to ensure there are no bottle necks on the pavement or potential gathering of persons.
- The door staff will be employed for 30 minutes after closure to ensure all customers leave the premises quietly and there is no congregating outside the venue, and to check the premises in full for clearance. In the absence of door staff (for example a Tuesday evening) this activity will be undertaken by the manager on duty.

- There is full CCTV coverage of the entrance which will run at all times and carries a 30-day recording period.

4.4 Conduct

As part of our induction and training process all staff will join a Conflict Management training session that aims to create a working environment where everyone feels safe and supported. The course helps users to understand the various forms that conflict can take, recognise the signs of conflict, learn how good communication skills can assist in the management of conflict and what steps to take to resolve conflict in any situation.

- Defining what conflict is.
- Causes of conflict at work and socially.
- Stages in conflict
- How to stop conflict escalating
- Seeing conflict from various points of view

We also cover dealing with difficult customers and complaint handling.

4.5 Responsible Alcohol Retailing

The City Pub Group promotes an environment of responsible drinking and support sensible drinking messages:

- Operate a Challenge 25 policy, any person who appears to be under the age of 25 will be asked to provide an acceptable form of identification (Passport or photo driving license) to prove they are over 18 years old.
- Operate a strict door policy to refuse entry to any persons who appear drunk. Any such refusals by bar staff will be recorded on our till system.
- Every effort to ensure any person who is asked to leave the premises is dealt with and helped in a responsible manner.

4.6 Working Locally

The City Pub Group and the management of the venue will ensure there is a strong working relationship with the local police, guaranteeing complete awareness and transparency of our policy at all times.

We will attach the utmost importance to the careful investigation and prompt resolution of any complaint made in respect of the running of the premises.

Emphasis will be placed on building and maintaining close relationships with neighbours. Contact details of the management team will always be available to the surrounding community, and every effort will be made to handle any complaints in a timely and considerate fashion.

5. SERVICING AND DELIVERIES

Food deliveries will come from several companies as the operation is focused on fresh locally sourced products which are delivered by vans.

5.1 Food and Drink Deliveries to the Food Hall and Hotel

The majority of our deliveries will be via small to medium sized vehicles, we anticipate a need for two drink deliveries a week to require a larger HGV. In addition to these there will be approximately 4 other drink deliveries which can be undertaken with smaller vehicles once per week.

The nature of the food operation, with the 4 distinct but highly specialized offers will require several daily deliveries to provide the best quality, fresh ingredients. As a result these will be small deliveries in terms of volume and will be via small to medium sized vehicles.

5.2 Laundry Deliveries

It is anticipated that we will require 3 laundry deliveries per week to service the 24 rooms. This frequency will allow the use of smaller delivery vehicles.

The Market Place frontage is the only access to the building. All deliveries will be from Market Place to the back of house area of the building accessed via the secure gated alleyway to the south.

It is proposed to service the site with delivery vehicles using on-street facilities on Market Place and/or King Street, with goods being carried/trolled to the entrance.

To ensure this happens, the following initiatives will be adopted;

- All suppliers will be instructed that wherever possible they should use the loading bay on King Street or Market Place and ensure they do not block any roads.
- The company will supply delivery companies with details of where deliveries should park and where goods should be taken to.
- Drivers will be informed that wherever possible vehicle engines must be switched off whilst goods are being loaded / unloaded (i.e. when their vehicle is stationary)

Loading is permitted on Market Place and King Street in designated dedicated bays.

As informed by other City Pub Group operations, the average stay for a delivery vehicle (food, drink, laundry) would be less than 10 minutes, with a small proportion needing to stay for longer. It is not anticipated the situation here would be any different.

It is anticipated that the vast majority of deliveries will be undertaken by small to medium sized vehicles e.g. transit vans. This is based on other City Pub Group operations and in consideration of vehicular activity.

5.3 Waste Control

During the hours of operation of the premises, The Market House will ensure sufficient measures are in place to remove and prevent litter or waste arising or accumulating from by customers in the area immediately outside the premises, and that this area shall be swept and or washed, and litter and sweepings collected and stored in accordance with the approved refuse storage arrangements by close of business.

All waste shall be stored in the bins provided by our waste removal company in the dedicated bin store at ground floor level within the alleyway.

Waste collection from the premises to take place only within the following hours:

08:00 - 20:00 Mondays to Saturdays and 10:00 — 20:00 on Sundays.

5.4 Operation and Management of Deliveries

To ensure the safe operation and management of deliveries to and from the premises, the following measures will be adhered to at all times:

- Delivery companies are recorded and drawn from a pre-approved list
- Clear delivery instructions are to be issued to all delivery drivers. This will include details of:
 - delivery routes
 - location of loading bays
 - maximum dwell times
 - pre-arranged times for delivery
- Deliveries will take place outside of peak times of day (rush hour, school closing time etc.);
- A manager or member of staff will be appointed as the point of contact to oversee the delivery, who will be available to directly observe and manage/assist;
- The delivery driver is to call ahead to the premises, a minimum of 20 minutes before they are due to arrive;
- If a delivery bay is not available they must wait nearby in a suitable and safe location and wait for a delivery bay to become available;

6. MONITORING AND REVIEW OF THE MANAGEMENT PLAN

The General Manager should review this Management Plan not less than annually.

Should the premises have a rise in complaints or non-serious incidents, the policy should be reviewed.

It is the responsibility of all employees to ensure the implementation of policy.

The City Pub Group will work in partnership with the responsible authorities to achieve the licensing objectives.

A register of known incidents that occur on or near the premises will be kept. This log will include:

- Any complaints received relating to Licensing Policy.
- Any incidents or disorders.
- All ejections or barring of patrons.
- All crime reported.
- Date, time and description of the incident and persons involved (if known).
- The time and date if reported to the police and any follow up conclusion from the incident.
- The register will be available for the police to inspect.
- Any CCTV footage given to the police (a receipt must be obtained).
- Any faults on the CCTV.