



michels&taylor

hotel experts for hotel owners

COVID-19: HOTEL RE-OPENING PLAN

A management tool for the UK hotel industry

MAY 2020

Objective

Hotels will need to protect their owner's investment and cash flows and, at the same time, safeguard the team from the virus and ensure they are prepared, supported and trained effectively to work in a new environment as hospitality experts.

All management teams need to establish an action plan to ensure the safe opening of the hotel and make sufficient resources available to ensure that the plan, once developed, can be implemented effectively and quickly.

The M&T Re-Opening Hotel Plan is a workstream tool that should be used in conjunction with local and national health authority guidance and other relevant stakeholders. It has been designed as a fluid working document that can and must be tailored to the individual needs of the asset as the macro environment changes and develops. The implementation of this action plan and the effectiveness of the implementation should be frequently reviewed and revised if required.

Hotel management techniques have to change. There's going to be a new 'revised' hotel etiquette where hotel teams will adopt a new method and measure of operational practice and efficiency to protect their own health and the health of their team colleagues and guests alike.

Communication between the above-unit team, hotel executive team and team associates is now more critical than ever as we all navigate this new-look operation. This management tool is designed to help your management team do just that.

Key considerations:

- Phased Approach – The most difficult time for the team and for owner's profit is during the ramp up and the return to "The New Normal".
- Government Restrictions – the Government will impose what we can and cannot do at different stages, these need to be considered in every area of operations. The plan attempts to pre-empt much of what is expected to be introduced by government but can be updated as required in each relevant section to ensure all regulations are fully reflected and handled operationally as they are announced.
- If there are brand standards under a franchise, these are important to consider and can be overlaid as well where appropriate and required. Again, much of what is expected from the global brands is likely to have been reflected in this M&T Plan. - all areas should continually be reviewed.
- Multi Skilling the team and having less defined roles will be needed to respond to the short-term business levels and you will see this reflected in the Plan.

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- Setting your costs correctly against likely revenue targets is going to be a major challenge as the lockdown is relaxed. There is very little transparency in the industry and anyone who tells you they know what will happen is unlikely to be able to do so.
 - The Plan outlines how to establish the base payroll for opening the hotel safely, only add more resource when business levels allow.
 - Ensure you have a short-term focus on direct channels for business and innovate when considering the next challenge.

The Plan should be read as a checklist of considerations.

It identifies what we believe to be the key areas for the re-opening of a hotel. It isn't supposed to be entirely comprehensive as the situation will develop by definition. It is up to the user to adapt and add to the plan as required but the organisation of areas for consideration together with the guidance notes, thoughts and actions associated within each section should allow you to more easily organise your plan and make it fully relevant to your hotel.

A specific asset class had to be used in its development, so we have chosen a typical UK 100 bedroom plus provincial hotel. It has been provided in Word in order that you can adapt each area for your own asset.

We hope the document is useful for you and we wish you and all your team members a successful, and importantly healthy re-opening.

Stay safe,

The M&T Team

General Principals

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Team		<ul style="list-style-type: none"> • Re-introduction document to inform the team on the new way to interact and deliver their service. • Uniform including shoes only to be worn in the work environment. Change when arriving and leaving. • Appropriate PPE Equipment in place and available to protect the team. • Signage in place around the hotel to help social distance. • The change of business levels, offering and approach will require a very different team structure going forward, following this initial stage of planning for and considering the various implications, also the need for a phased approach to recovery and therefore the flexibility we will need. The next task is reviewing the contractual basis of each team member to create a staffing plan, get agreement on the actions to take and when. 	<ul style="list-style-type: none"> • Communication and regular training and updates will keep the team motivated and engaged. Consider use of Zoom and apps such as Workplace to stay connected. • Look at how team meetings are taking place, move location to allow social distancing. • Questionnaires to ensure team are clear on new hotel policies and are comfortable doing what is expected. • Break rotations to limit team members taking breaks at the same time. • Request that the Team use the NHS Contact App when it is available. • Isolation rooms to be set up for those who display symptoms while at work (incl guests) where they can await further assessment by 111. 	
Etiquette	There are conventions going back years that suddenly became unacceptable e.g. holding doors, valet parking, taking bags from a guest.	<ul style="list-style-type: none"> • Pre-stay communication, briefing on arrival, appropriate signage in the right Tone of Voice at strategic points around the hotel. • Team Training on how to be courteous and give service in the changed environment. • To safely operate the hotel whilst maintaining hotel hospitality and abiding by social distancing. • Document for hotel team and guests on best practice – This can be distributed to the guests pre arrival. 	<ul style="list-style-type: none"> • We need to reassure our guests that the team have thought of their entire guest journey and the points that may give them concern. This will be communicated in the first instance to reassure the guest regarding making a booking and then to reassure them during the stay. • Lifts: Avoid using lifts where we can or lift up and stairs down. • Toilets: Asking guests to use their room toilets when they can. • Holding doors open: Communicating that this won't be happening whilst social distancing restrictions are in place. 	

Pre-Stay

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Reservations	On site team focusing on specific areas: reservations, conference, weddings, group reservations.	<ul style="list-style-type: none"> Smaller team will allow for better distancing measures and desk space 2m apart. 	<ul style="list-style-type: none"> Use brand/ central res. Teams for bedroom enquiries. Reduce the number in the team and continue to cross train so all areas can be covered effectively. Move location of the office to behind reception which will allow for additional support, integration and communication at peak times. Look at local attractions and when they plan to open and keep in regular communication with them. Remove 'room categories' and just pay a standard charge for a bedroom. 	
Web booking & distribution	Brand Website, OTAs, Independent website, Social Media Platforms	<ul style="list-style-type: none"> Updated with brand message highlighting the procedures we are taking to ensure we are seen as 'Safe Haven' reducing the risk of Covid-19 e.g. to include hand sanitisers, team training, social distancing measures throughout the hotel. 	<ul style="list-style-type: none"> Include 360 and virtual tours on all platforms to assist with website bookings. Have a helpful Q&A page on your website to cover: Safety and what you are doing to keep your hotel safe, and how to get to your hotel safely. Include links to updated cancellation & hygiene policies. Share good and positive news stories. 	
C&E / Sales	Managing all incoming enquiries.	<ul style="list-style-type: none"> Smaller team will allow for better distancing measures. Minimising team travel. 	<ul style="list-style-type: none"> Cluster teams where possible to improve efficiency. Use virtual calls and emailing out digital pdfs where possible Contacting past bookings to pick up lost business. Look at when local corporates will be returning to work and discuss with them their needs and priorities. Focusing on alternative markets for short term volume Have a Meetings and Events 'Frequently asked questions' document with how we plan to work with social distancing. Have risk assessments to hand to include new H&S briefs as customers may request them. 	

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Proactive sales	In the business on a full-time basis working traditional sales methods.	<ul style="list-style-type: none"> Working remotely will allow for less travel. Bringing the team back for one week in four will allow us to test the market in a cost-efficient manner. 	<ul style="list-style-type: none"> KIT calls (keeping in touch) to all top 20 clients from 2019 and 2020. Calls to all PRO and TENT business holding for remainder of 2020. Sharing virtual tours where applicable. Diary cleanse of all C&E. Update online availability – venue directory etc. Refresh your bank of conversion tools. Share news stories of previous events and testimonials to drive customer confidence. 	
Upselling opportunity	Reception	<ul style="list-style-type: none"> Removing upsells that increase risk of spread. 	<ul style="list-style-type: none"> 'Post Pandemic Pick-Me-Up' Focus on this at booking stage, looking at what guests would want e.g. late check-out/ early check-in. 	
Communicate with guests	Pre-stay booking email	<ul style="list-style-type: none"> Show measures that have been put in place for safety of guests and hotel team. 	<ul style="list-style-type: none"> Highlight before, during and after stay to share important information e.g. cashless/contactless payments. Building on reputation promoting a positive, safe and clean environment. 	

Arrival

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Curb appeal & advertising	External banners	<ul style="list-style-type: none"> Promote safeguarding 	<ul style="list-style-type: none"> External Banners to promote "Open and Super Clean" 	
Car parking	Valet parking Car Park Pay Machine Parking Eye	<ul style="list-style-type: none"> Ensure we are maintaining a safe distance between team and guests. Limiting cash payments. 	<ul style="list-style-type: none"> No valet parking available initially. Look at alternatives, walk the guests to the car park while distancing. Reduce car park spaces if required to ensure social distancing is maintained, use every other space. Ensure sanitiser located by car park pay machines and card payments only. Parking eye web link to be send out to self-register. Car Park presence for peak periods for initial welcome, directions and etiquette before guest enters the Reception. 	
Grounds & maintenance	Third party	<ul style="list-style-type: none"> Training and/or Risk Assessments for in-house team to carry out duties. 	<ul style="list-style-type: none"> Managed in house, reduce all external cost where possible. Review contracts and level of duties currently carried out by maintenance and ground teams. 	
Lighting			<ul style="list-style-type: none"> Look at timings, ensure we are saving on electricity where possible with the evenings getting lighter. 	
Sanitiser		<ul style="list-style-type: none"> Sanitising stations throughout the guest journey. 	<ul style="list-style-type: none"> Available on arrival, entrances and exits for both guests and the team. 	

Lobby Experience

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Reception			<ul style="list-style-type: none"> • Crosstrain reception team to be able to work in other areas such as the bar in low occupancy periods saving on a bar person. • Review F/T and P/T staffing level requirements as business needs will be different. 	
Check in/out	Consider reducing the number of check-in desks open.	<ul style="list-style-type: none"> • Social distancing of team members to guests. • Introduce one-way systems around the hotel particularly on check in/out to ensure guests and staff feel safe moving around the hotel. • Implement/encourage contactless payments and use of email/e-billing to avoid cross contamination from guest to employee. • Protective shields such as Perspex in place at the desk. • Gloves available for guests. 	<ul style="list-style-type: none"> • Have a one-way flow • Use digital check-in where available and express check-out for all. • Entrance and exits on automated sensors or doors propped open for non-automated doors. • Rope barrier to protect reception staff or signage on the floor. • Have a midpoint where keys can be exchanged. • Request approximate check in time so the key can be prepared. • Do not offer a facility to store guest luggage. • Close down one terminal (if applicable) to allow for social distancing. • TV in lobby area expressing measures, controls and offerings for guest information safety. 	
Hotel etiquette	Normal practices in place	<ul style="list-style-type: none"> • Adhere to strict H&S guidelines and social distancing measures. • Introduce shop in-house to prevent guest needing to venture out and interact with general public. 	<ul style="list-style-type: none"> • Allocate ground floor bedrooms to avoid use of lifts (guests and staff) • Do not hold doors open whilst social distancing restrictions are in place. • Should the lift need to be used, no more than 1 person unless a family member or sharing same room. Frequent cleaning of lift. • Introduce a guest shop to include confectionary/bottled drinks etc. (based on HI Garden Inn) to prevent the guest needing to leave for provisions. 	

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Concierge	Traditional concierge service	<ul style="list-style-type: none"> Distance to the desk, floor markings. 	<ul style="list-style-type: none"> Not needed for initial opening. When re-introduced al. leaflets and maps are shared electronically. 	
Temperature checking	New procedure	<ul style="list-style-type: none"> Protect staff and guests by recording taking their temperature when they arrive at the hotel. 	<ul style="list-style-type: none"> Reassure and communicate with guests that all the staff are well. Check staff temperature before the beginning of their shift and send home if it's high. 	
Cleaning		<ul style="list-style-type: none"> Introduce new cleaning practices to safeguard and protect guests and employees from possible infection. Communicate the cleaning regime in place for the public areas. Nominate hygiene champion. Additional training for all team members around new guidelines and cleaning practices. 	<ul style="list-style-type: none"> Visual cleaner in public areas. Increase public area cleaning in peak periods for door handles, shared surfaces etc. Hygiene stations available in the lobby. During low occupancy (<40%) deep clean areas once a week. Ensure that champions provide updates and strategy to all. team members. Complete audits to ensure regimes are being followed correctly. Check local governments hygiene and cleanliness standards. Display any certificates in guest view. 	
Toilets		<ul style="list-style-type: none"> Ensuring we can maintain social distancing within toilets by reducing the number of people using the facilities at a given time. Depending on the configuration and set up of the toilets close off 'in-between' toilets and urinals. 	<ul style="list-style-type: none"> Look at tone of voice and what is being advertised, consider changing to a care message. Encourage to use own bedroom bathroom rather than the public toilets. Increase frequency of cleaning of the toilets. 	
Furniture		<ul style="list-style-type: none"> Ensuring more space to allow for social distancing. 	<ul style="list-style-type: none"> Removing unnecessary furniture to make an open/clean space. Consider routes taken and introducing a one-way flow where possible. 	

Bedroom, Bathrooms & Corridors

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Room allocation	By room type	<ul style="list-style-type: none"> Avoid using lifts and stairs to stop spread and reduce area of hotel to clean. 	<ul style="list-style-type: none"> Cluster rooms by length of stay/ Departure date. Remove room types. 	
Marketing	Advertising events	<ul style="list-style-type: none"> Remove stand-alone advertising to remove risk of contamination. 	<ul style="list-style-type: none"> Replace posters/signage with hygiene information and best practice. 	
Cleaning	Daily cleaning	<ul style="list-style-type: none"> Increase cleaning during the busy periods concentrating on contact areas: stairs, door handles, dado rails etc. When cleaned 'seal' the room to show it has been prepared for them as a 'Safe Haven' For 'STAY' guests the room will only be cleaned on request. 	<ul style="list-style-type: none"> Use existing housekeeping staff to cover the parts of the corridors they are already cleaning bedrooms in. Ensure permanent cleaners are visible constantly cleaning the hotel, will include public toilets - look at tone of voice and what is being advertised. Encourage to use own bedroom bathroom rather than the public toilets. Switch off corridor Ice Machines. Rooms will only be cleaned on request or at the end of your stay. Happy to provide clean towels, sheets, toiletries. This is to safeguard our team and the guests. Duvets – use of stock from other rooms that have not been occupied or attic stock and therefore have not been used for 3 days. 	
Lighting		<ul style="list-style-type: none"> Adequate lighting for the guests and ensure H+S fire routes always illuminated. 	<ul style="list-style-type: none"> Ensure all lights work, light fittings are clean and tidy. Look at motion detectors. 	
Linen, towels, robes and slippers	Set for double occupancy		<ul style="list-style-type: none"> Washing towels onsite and reducing the number of towels placed into the rooms. Removing blankets, spare pillows and soft furnishings. Set all rooms as single occupancy. Only replace between guests unless guest has requested. Our aim is still to give the service the guests want but in a way that makes them most comfortable. Remove face cloths. 	

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Room Amenities: Hospitality Tray, Mini Bar		<ul style="list-style-type: none"> Consider including anti-bacterial handwash, face masks and gloves if enough stock is available. Removal of the mini bar, drinks served by room service with a Bottle Opener for sealed drinks. 	<ul style="list-style-type: none"> Review every item in the room, remove anything that is used again by the next guest. Replace with single use items e.g. small pack of tissues in a pack not a box, disposable cups etc. All other items are available on request. 	
Toiletries	Miniature bottles	<ul style="list-style-type: none"> Ensure we are safeguarding guest and housekeeping teams. 	<ul style="list-style-type: none"> Consider using mini bottles not dispensers. Where dispensers are retained include in the cleaning check list and inform the guest. Additional individual toiletries if requested available at reception i.e. toothbrush, toothpaste, body lotion and shaving kits. 	
Housekeeping		<ul style="list-style-type: none"> Cleaning program to be developed looking at the key touchpoints in a room. From that decide on the chemicals to be used and the PPE required to protect the team from both the chemical and any viral contaminant. Check with the team they are comfortable with what is expected and how they are protected. Use their expertise to develop the right practices. Housekeeping team to wear own clothes to work and change into their clean uniform at work, they should then change out of their uniform to go home. Uniform to be washed daily, extra uniform provided if required. During cleaning of bedrooms disposable plastic aprons and rubber gloves always need to be worn. 	<ul style="list-style-type: none"> Where possible leave rooms 'Fallow' for 72 hours before cleaning between guests to reduce risk. Stagger breaks for the Housekeeping team. 	

Food & Beverage

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Stocking policy	Conform to Brand Standards (where applicable) and to meet the requirements of menus.	<ul style="list-style-type: none"> Use of screw top and capped bottles, given to the guest sealed so they are assured that it is safe. 	<ul style="list-style-type: none"> Revise stock range to minimise wastage e.g. remove draft products, limit range of product by category. Consolidate all stock to one area or bar. 	
Deliveries	Receipt and storage by Store man or Kitchen team.	<ul style="list-style-type: none"> Supplier etiquette – contact your suppliers to establish what they are going to do for deliveries, e.g. signing for, temperature checks etc. Use of PPE by the team when receiving, storing and stocking up bars. Leave the stock when it can be for 72 hours before use by the team and guests. 	<ul style="list-style-type: none"> Frequency of delivery and availability of stock may be an issue, plan, also warn guests that we may not always be able to get everything we need. Consider shelf life of products to minimise wastage. There may be minimum delivery sizes, negotiate with suppliers to remove delivery charges and plan what is needed Purchasing controls will need to continue to protect cashflow. 	
Bar Service	A mixture of counter and table service on an ad-hoc basis.	<ul style="list-style-type: none"> Use of a signed 'For Service Only' table to distance when delivering drinks to the table, ask guests to put empty glasses onto this table. Alternatively counter service with the use of Perspex screens and an area of the Bar that is designated as 'For Service only where the team place a drink and retire from the area. Packets of nibbles available rather than shared open bowls. Removal of some seats and tables to distance guests, route and flow through the space. Delivered wearing appropriate PPE including gloves & mask. Tables and chairs to be sanitised following guest departure. 	<ul style="list-style-type: none"> Where feasible create a bar or shop near to reception for dispensing drinks that can be serviced by the Reception Team. Consider use of an Ordering App such as Wi-Q. Depending on type of hotel use of vending or a Pantry in reception. Consider when to re-open second/public bars to be safe and at the same time economically viable. Also re-imagining the offering to make it more intimate and therefore safe for the team and guests. 	

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Service	Staff required	<ul style="list-style-type: none"> • Strict adherence to Pre-Booking the Restaurant and Bar to accommodate safe seating and distancing. Also managing the reduced capacity of areas. • Staggering of times will allow for cleaning between guest, flow from the restaurant etc. • Availability of PPE including Masks, Gloves, Aprons and Goggles. Asking the team if they have what they need, for their ideas and that they are comfortable to work. • F&B Etiquette – message to customers reassuring what we are doing to ensure safety e.g. Cutlery and glasses have been sanitised and put in place using gloves whilst wearing PPE. • Glass covers used with message about cleanliness. • Markings on floor to give distancing guidance. • Use of a signed 'For Service Only' table to distance when delivering to the table, ask guests to put dirty plates, cutlery and glasses onto this table. • Point of Sale (POS) – where possible allocate one POS to each team member, sanitise between use. • Menu's to be a Photocopy to allow single use cost effectively. • Kitchen Cleaning program to be created in line with Offering, Staffing levels and Business levels. 	<ul style="list-style-type: none"> • Coaching the team how to give great service in different circumstances. Enjoying interacting in a safe way with guests. • Cross training the team to improve flexibility and efficiency. • Introduce staggering of dining covers to avoid mass groupings. • Requirement of pre-booking will support team efficiency and a reduced team levels. • Nights team to be included in the training for F&B service to ensure safety protocols are followed and positive guest experience. • Staffing levels and ratios to be re-assessed for the new service styles and cleaning requirements. • Ramp up staffing as business increases, only revenue can justify extra cost. Sometimes that will mean service levels and availability may not be what we would want. "Considered Acceptable Service/Experience Deterioration" • Opening Times to be reviewed and amended based on Booking Levels including closure if necessary. • Afternoon tea is a concept that allows household groups to experience together • Payment – Cashless, contactless when possible, where PDQ is offered it is to be sanitised between guests, room charge presented to the 'Service table'. 	
Takeaway	Guest makes their own arrangement.	<ul style="list-style-type: none"> • External provides process for them to deliver, drop to a table in the lobby and the guest collects or we deliver (depending on staffing levels). 	<ul style="list-style-type: none"> • Deliveroo potential. • A mini shop available at reception. 	

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Capacity	Reduce current numbers	<ul style="list-style-type: none"> Reduce capacity to enable social distancing, as a guide 50% of previous seating, consider incorporating adjacent M&E space to increase the space available. Allow for social distancing. Have one-way routes where possible so the guests and the team are comfortable moving around the F&B areas. Remove tables to M&E areas to maintain the capacity. Have a presentation table where the team can serve, and the guest pick up from a 'No mans land'. "Safety Station" availability of gloves, mask and sanitiser in the public areas. 	<ul style="list-style-type: none"> Use M&E space for Private dining experiences – these are usually special treats for guests but could become part of a regular stay. Be creative in how you use your communal spaces and outdoor space – create small private areas for guests to relax away from others. In clement weather have the same approach for outdoor space. 	
Offering	Breakfast, Lunch, Dinner, Bar Snacks, Room service	<ul style="list-style-type: none"> This will be dependent on Government advice and controls. Training of none kitchen team members to be able to multi skill for food production and doing it safely. The change of business levels, offering and approach will require a very different team structure going forward, following this initial stage of planning for and considering the various implications, also the need for a phased approach to recovery and therefore the flexibility we will need. The next task is reviewing the contractual basis of each team member to create a staffing plan, get agreement on the actions to take and when. 	<ul style="list-style-type: none"> Phased approach to bringing back F&B offerings as business levels increase. One consolidated menu for all areas. Reduced hours to minimise cost risk with 24hr Room Service available Initially consider use of Ready Meals and concepts such as 'Pronto' so that Chefs are not required, the team on duty can produce. Understanding that quality bought in products cannot achieve historical margins but have shelf life and can be regenerated by trained team members rather than a Chef. As things ramp up introduce dishes, chefs and multiple outlets again. Communicate with guests via our website, via brand (if applicable) and third parties exactly what is in place to reassure guests and manage their expectations. 	

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Breakfast	Hot and continental buffet	<ul style="list-style-type: none"> Minimise the risk of guests touching the same utensils on the buffet by the team serving a reduced offering, also an increase in sneeze screens and look at alternative options such as breakfast in a box. Manage volume of guests for safety, guest experience and manage payroll costs by having booked tables times for breakfast. Consider a Grab and Go offering of packaged items that can pre-ordered and dropped to guest rooms. 	<ul style="list-style-type: none"> Breakfast buffets may not be allowed and/or popular going forward, use of Plated service when our Restaurants can re-open. Phased ramping back up of the offering. Breakfast in bed, but without a premium. 'Grab bags' – for those who want breakfast on the go. Breakfast picnics to enjoy outside in summer Pre-packaged options and availability in a reception pantry. Where applicable liaise with Brand about what is safely deliverable and what is economically viable. 	
Room Service	24hrs	<ul style="list-style-type: none"> Room service is delivered to the door then the team member leaves. On tray card sharing the new etiquette including tray collection, that we will not disturb with a satisfaction check please call if everything isn't perfect, after 20 minutes we will call to check if anything else is required and arrange tray collection from outside the room. 	<ul style="list-style-type: none"> Removal of the Tray Charge due to lack of choice when the Restaurant cannot be open. Delivery Boxes. Full room service dependent on occupancy. Deli Food – Comes prepackaged. Condiments offered and only limited amount delivered including Salt and Pepper sachets. All on the tray when picked up to be disposed of. Cross train the team so all can deliver room service safely and to the right standard. 	
Cleaning	End of each sitting	<ul style="list-style-type: none"> When open Restaurant and Bars will need to be cleaned more frequently, the immediate area used by a guest will need to be sanitised before being used again including the service table. Team Training to be developed and conducted how to clean tables and the general area. 	<ul style="list-style-type: none"> Closure to deep clean. 	

Leisure Club & Spa

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Member offering	All areas fully open, swimming pool, steam room, sauna, gymnasium and beauty treatment rooms.	<ul style="list-style-type: none"> Follow government guidelines on operation of spa facilities. To be able to safely operate Leisure facilities and adhere to social distancing throughout the leisure clubs. Add directional markings on floor and have hand sanitisers available. Send a video out to members pre-opening to advise on the new process/ safety precautions in place. 	<ul style="list-style-type: none"> Leisure facilities will reopen in a phased way depending on Government advice and commercial considerations. Look at maximum swimmers and guests in the gym at any one time. Consider booking slots to use the facilities, 45 mins work out/ 15mins to clean. Times set aside for Members only. Ghost alternate machines to distance users. Or look to separate machines into muscle / workout group. Consider how changing facilities can be used safely, have a flow system and signage for distancing. Limit the number at any one time. Changing rooms will need to be constantly refreshed and sanitised. Specialist training and equipment may be required for staff. Swimming pool split into lanes, one person per lane. 	
Team		Consider who is required to safely re-open each area of the facilities. Do not compromise on safety at any time, if in doubt do not open.	<ul style="list-style-type: none"> Rigorous training for the team on the new approach to operating the club safely. Team to remain on furlough until given ok to open. If furlough is not available, then the position will be reviewed. Personal training /Inductions will continue once open with social distancing. 	
Cleaning	Cleaning of pool and gym areas done by the team. Change rooms cleaned by the night team.	<ul style="list-style-type: none"> The cleaning regime is to be increased and be more visible. PPE and use of required chemicals. Members must clean all kit after use with antibacterial/alcohol wipes. 	<ul style="list-style-type: none"> Closure of areas to clean throughout the day. 	

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Membership	<p>Use of all facilities and indoor exercise classes.</p> <p>Complimentary classes accepted as the norm.</p>	<p>Limiting the number of members may be required to safeguard the team, guests and members depending on the capacity of the club.</p>	<ul style="list-style-type: none"> • Risk that a substantial number of DD will have been cancelled so need to reactivate as soon as possible to gauge attrition and associated revenue loss. • For those retaining membership, ensure positive messaging/ thanks. • Review suitability of classes for social distancing. Look at holding classes outside as well as using any free conference rooms that are not in use for extra space and numbers whilst still observing social distancing. • Look to put on specific classes dedicated to the over 60s. • Stagger Gym usage times to encourage social distancing. • New approach to be taken to attracting new members – whether ‘lockdown’ has been a new start or a diet/exercise fail. • Special promotions/joining offer for new and existing members. 	
Opening Times		<ul style="list-style-type: none"> • Stagger usage to avoid too many people at the same time. 	<ul style="list-style-type: none"> • Consider reducing the hours to minimise costs. 	
Air circulation		<ul style="list-style-type: none"> • Do we have ability to open windows or is the gym confined? 	<ul style="list-style-type: none"> • Ability to open windows will be more important. 	

Golf

Area	Previous approach	Safeguarding	Plan moving forward / efficiency	Cost impact
Member activity	<p>Historically low Membership and relatively high Annual fees.</p> <p>Low levels of residential golf packages given bedroom inventory coupled with 36 holes.</p>	<ul style="list-style-type: none"> • Ensure all safety measures are shared with all employees and that their health and wellbeing is the number one priority, encourage them to share any concerns. • Ensure suitable disinfectant and hand sanitiser is provided in all communal areas. • Play should be managed by the professional staff / starter and they should remind golfers of the guidance on social distancing and safe play. • Should the decision be made to open the locker rooms and toilets, then there is a need to ensure they are cleaned and sanitised at regular intervals. • Always remove the flag poles or ask golfers to leave the flag in. If the flag is left in, use a hole liner system that means that the ball doesn't drop and can be retrieved without touching the cup. • Remove the bunker rakes and any other course furniture that would otherwise be touched. • Cover or remove all benches / seating from the course if possible. 	<ul style="list-style-type: none"> • Golf may be the first revenue stream to return. Opportunity to review discounted new memberships as well as retain loyal existing. • The guidance and advice for golfers should be posted on websites and on tee times booking pages. • Strong foundations laid with major UK Golf Agencies to renew and grow reputation as a primary venue of choice. • Reduce number of tee times available and stagger throughout the day to allow for easier social distancing. • Restrict the number of players in the group. • Consider playing a reduced number of holes (e.g. 9 holes). • Buggy use should be reviewed in latter stages of 'return to golf'. When this service is offered, it should be based on one person only hire, with strict sanitisation between hires. • Golfers should be asked to leave the venue as soon as their game is completed. • Whilst the members areas may remain closed for the initial period, there will be a need for the management of the club to be maintained. All members and visitors will need to be made aware of the alternative communication channels that are available to them. 	
F&B offering		<ul style="list-style-type: none"> • Ensure staff wear protective gloves/correct PPE whilst serving. 	<ul style="list-style-type: none"> • Purchase and pre-order food and beverage before arrival, take away options. • Look at single use cups, plates and take away bags. • Pre-pack options. • Encourage staff to bring their own food and drink for their breaks and for this to be stored safely and separately. 	

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Team		<ul style="list-style-type: none"> • Only one member of staff in golf shop and protection screen on rec desk. • Ensure there is a robust lone working policy. • Appoint a senior member of staff to be responsible for disinfecting / sanitising all surfaces that are touched. • Ensure there is a high focus on hygiene and physical distancing. 	<ul style="list-style-type: none"> • Reduce Golf Pro hours. • Stagger working hours and break times. • Ensure staff members work separately, not in pairs / groups where possible. • Limit or prohibit use of communal areas. • Ensure team meetings, if they are necessary, are held outdoors or in large indoor spaces with physical distancing implemented. • Allocate individual machinery to one staff member only. • Fully sanitise all machinery after use, focusing on all areas that the staff member has come into contact with. 	
Driving range		<ul style="list-style-type: none"> • Make sure the ball washer has soap in the machine. • Provide sanitising wipes for people to use as required. 	<ul style="list-style-type: none"> • If bays are not separated by partitions or walls, close every other bay to allow for social distancing. • Ask people to use their own equipment. 	
Golf coaching		<ul style="list-style-type: none"> • Wash hands before and after the session. • Provide sanitising wipes for you and your golfers. 	<ul style="list-style-type: none"> • Promote coaching and playing lessons that takes place outdoors and ideally on the course although social distancing must still be observed. • Offer short game coaching sessions that allow the golfers to use their own golf balls, that way they are not sharing equipment that other people have touched. 	

Meeting & Events

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Offering	Board meetings, small and large meetings / Events	<ul style="list-style-type: none"> This will be dependent on Government advice and controls Maintain social distancing and safety by reducing the capacity of space. Get information on how any group already interacts, it may be fine for a work or family group to mingle freely depending on their circumstances “Safety Station” availability of gloves, mask and sanitiser in Meeting/Event rooms. Consider a video available to all guests to show and talk through what we have in place to protect them and what we expect and require from them. Seal Meeting Rooms to reassure guests that their meeting/event room has been cleaned thoroughly and is ready for their use. Stationery in the room on request only either in advance via the BEO or on the day. In place if pre-ordered or left outside the meeting room if requested on the day. 	<ul style="list-style-type: none"> Improve Technology and AV offering, ability to connect easily to Zoom, Microsoft Teams etc. To make the experience as hassle free as possible. Promote Outside Events where available giving more space. Event planning needs to be more detailed including who is attending, why, what they want to be achieved etc. so plans can be made for the guest journey. Develop new offerings based on the new ways of delivering Meetings and Events, create USPs. Monitor what is happening in the market to develop ideas and offerings to stay on trend. Car Parking charges, suspend the requirement to register for Free parking via on site screens, ask attendees to inform team members who will input for them or consider suspending all together. Target family business who will be allowed to interact without social distancing. 	
Capacity & admittance	Looking at 50% of current occupancy.	<ul style="list-style-type: none"> Depending on the type of event social distancing may make event impossible to deliver safely. The Sales team are to get support from the General Manager to deliver this message to Guests. Consider checking the temperature of attendees on arrival, if over 38 degrees Celsius then they cannot be admitted, evidence is mixed regarding the validity of this measure. 	<ul style="list-style-type: none"> Update room capacities and reduce capacities on Venue Directory and event. This includes outside areas and events e.g. BBQs. 	

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Pricing	Market driven depending on product and demand levels.	Increased costs to deliver will need to be accounted for, while at the same time having reduced capacity, viability of events will need to be considered.	<ul style="list-style-type: none"> Look at maintaining current pricing model if viable, if not be honest with the guest about what is required and the costs. There is an understanding and acceptance that there is a 'New Norm'. Allow for potential demand for 'room hire' only enquiries. 	
Terms & Conditions	Standard	<ul style="list-style-type: none"> Risk Assessments will need to be conducted per event. T&Cs will have to reflect the customers obligation to provide accurate information, adhere to safety requirements and safeguard our team as well as other attendees/ guests. 	<ul style="list-style-type: none"> Commercial Office – considering having a multiskilled team rather than having specific Conference Sales team depending on business mix. Allow more flexibility moving forward, option to move bookings to a later date with no penalty. Give confidence to the guest that we are flexible and supportive – promote this through all channels. 	
Marketing Message	Posters, brochures, leaflets	<ul style="list-style-type: none"> Communication with guests to build on trust and regain loyalty emphasising our training, cleanliness and monitoring. 	<ul style="list-style-type: none"> Look at tone of voice and what is being advertised. Digital collateral rather than printed leaflets. 	
Christmas	Printed collateral. Joiner party events.	<ul style="list-style-type: none"> Only have digital content – no printed materials. Reduce the capacity, consider only having private parties rather than Joining events. 	<ul style="list-style-type: none"> Working on 50% occupancy will events still be viable? 	
F&B Offering		<ul style="list-style-type: none"> Change from Buffet service to Contained meals that are pre-ordered. Lunch in a Bag. Bento Box. Plated Service using cloches. 	<ul style="list-style-type: none"> Reduced stock range using sealed product which is served sealed. Tea and Coffee Service by the team using PPE and with queues at a distance or dispensing machines with wipes available. Use of disposable cups and packaged snacks/biscuits. Promote drinks packages purchased in advance to reduce the interactions with the team. Bars to have Perspex screens and be card only. Review team structure to have no fixed team, use of Casual labor as required. 	

Departure

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Reception		<ul style="list-style-type: none"> Limit the amount of contact the guest needs with Reception before and during check out process. 	<ul style="list-style-type: none"> Contactless departure. Box/key drop off point. Key cards to be sanitised by team upon recollection. Utilise E-invoices rather than paper copies. Customers are to be encouraged to speak to Reception via the phone from their room regarding any queries they may have about their stay prior to check out. 	
Transfers			<ul style="list-style-type: none"> Do not run shuttle busses initially. Guest to find alternative mode of transport. 	
Thank you		<ul style="list-style-type: none"> 'We are all doing this for the first time'. As the guest for their feedback on anything we can do to improve the experience generally and specifically with regards to safety. 	<ul style="list-style-type: none"> Review the feedback, learn, develop improvements, instigate and then tell the guest who made the suggestion and all other guest. 	