



Covid-Era Operating Standards & Assessments.

June 2020



Overview

Crest Hotels Ltd, owner and operators of The Feathers Hotel - Ludlow, Almondsbury Interchange Hotel – - Bristol, Arnos Manor Hotel – Bristol, and Holiday Inn Express – Liverpool/Knowsley.

As per the continuing policy of Crest Hotels Ltd, every reasonable effort shall be made to ensure that all employees have a safe and healthy place in which to work, together with all guests and others who come into contact with the Company.

The prevention of all accidents, particularly those involving personal injury or damage to property, is recognised as being essential to efficient operations as well as to avoid suffering and hardship.

This additional policy has been written, due to re-evaluating it ways of working, to best manage the risk presented by Coronavirus Covid-19. Thus protecting, as so far practical, the spread of the disease within its hotels.

The Company take all steps within its power to meet its responsibilities through:-

1. The provision and maintenance of safe and healthy working conditions and practices.
2. Ensuring that all legal requirements are met.
3. Implementing adequate training for all employees to encompass Health & Safety issues.
4. Endeavouring to ensure that the Company Health & Safety Programme is understood at all levels.
5. Demonstrating and maintaining a continuing commitment to all aspects of Health & Safety by:-
 - (a) Conducting regular Health & Safety Audits.
 - (b) Monitoring safety statistics and procedures and taking action where necessary.
 - (c) Ensuring that all employees are aware of and conform to Company policies and codes of practice and accept and carry out their defined responsibilities.
 - (d) Actively and proactively understanding trends, government legislation and guidance and industry best practice, to best Safeguard against new and emerging risks such as Coronavirus Covid-19.

Health and Safety Committee

Chair: Jason Hiley (Group Operations Directors)

Members: General/Hotel Managers, HR, Group Executive Chef

Advisors: Shield Safety <https://shieldsafety.co.uk/>

CORPORATE RESPONSIBILITIES

The **Board of Directors** has ultimate accountability for safe practices and health and safety policies, but delegates responsibility to the **Group Operations Director** for the approval and effective implementation of Policies and regular review.

The **General Manager / Hotel Manager** is accountable to the Group Operations Director for ensuring a safe working environment and will, by means of detailed health and safety arrangements and procedures delegate specific responsibility for implementation of this policy to their managers/supervisors.

All Senior Managers and Departmental Managers must ensure that health and safety factors are fully taken into account when introducing new equipment or when carrying out changes in working methods. They are responsible for the day-to-day safety of employees under their control and must ensure that their staffs are adequately trained to carry out their tasks safely, that their work areas are maintained to a good standard of housekeeping and that any hazards are rectified as quickly as possible.

INDIVIDUAL RESPONSIBILITIES

It is the duty of **All Employees** to be aware of and conform to Company Health & Safety Policy and safe operating procedures and to accept and carry out their defined responsibilities. It must be the intention of all employees to make the workplace as safe as possible. They are responsible for taking reasonable care for the health and safety of themselves and of others who may be affected by their work and, must not interfere with or misuse anything provided in the interest of health and safety, or welfare at work.

Only equipment in a safe condition and correct working order, for which staff has been trained, is to be used. Faulty or defective equipment or plant must be taken out of service and immediately reported. Employees are also responsible for drawing to their manager's attention to anything they consider to be a potential hazard to other employees or guests.

All employees must now adhere to strict social distancing disciplines, and encourage guests, visitors and contractors to do the same, adhering to a 1+ metre distance where possible.

Persons feeling unwell, such as a new continuous cough and high fever, must report immediately to their manager via telephone and notify safety@cresthotelsgroup.com (further information on the Coronavirus Mandate) and remain off work (isolate) for a minimum of 7 days or after being negatively tested twice in a 48 hours period. Those living with persons who are symptomatic must report immediately to their manager via telephone and notify safety@cresthotelsgroup.com, and remain off work(isolate) for a minimum of 14 days or after the person being symptomatic being negatively tested twice in a 48 hours period.

PPE must be worn, as indicated in the hotel coronavirus policy, and guests and visitors also encouraged to wear face masks etc. Handwashing and use of sanitisation gel (if handwashing is not possible) and must be done regularly and thoroughly.

Sanitisation is crucial to prevent the spread of coronavirus, this covers all guest and colleague contact areas.

Heart of House / Colleagues



Shared transportation is discouraged, such as shared use of a car etc.
Where possible, use of car park split for colleague use and guest/visitor use.



Start times and finish to be staggered by 15 minutes, to avoid colleagues arriving and leaving together.
Persons feeling unwell must stay home and communicate via telephone and email.
The company reserves the right to take temperature checks, using a sanitised thermometer, at the beginning of shifts. Anyone reading above 38 degrees, must be sent home.
Hands must be sanitised upon arrival to the hotel, before using clock in machine and after use.



Colleague uniforms must be clean and changed daily. Wearing uniform to and from work is discouraged.
Masks, aprons and gloves (if appropriate to role) must be worn as part of the uniform policy.



Lockers must be used for personnel items and sanitised by colleagues daily.
15 minutes staggered start and finish times, to aid social distancing. Only 1 person allowed in locker/staff welfare room and staff toilets at any time.
Colleague toilets sanitised every 4 hours.



Employee dining, only 1 person at a time allowed per break, thus allowing for social distancing. Colleague meals will be provided by sealed containers, such as packed sandwich or salad box and bottle of water.



PPE must be worn throughout the time at work. Disposable PPE must be disposed safely in the Bio-Hazard bins located in the hotel heart of house and front of house areas.

Kitchen & Deliveries



Operational kitchens must be thoroughly sanitised at regular intervals. With Increased contact period to 2 minutes for sanitisers to be fully effective.

Handles to freezers, draws, doors, dishwasher handle etc. to be sanitised regularly. Preferably every hour, if practical.

Only 1 chef per section allowed, adhering to social distancing.

Workstations located in way to avoid facing each other.

Hairnets or caps to always worn. Gloves to be worn and replaced between tasks and disposed in biohazard bin.

Masks to be worn at all times whilst working in kitchens or cleaning areas.

Cleaning stations set up, isolated away from kitchen areas. This area will allow for pre-sanitisation before taken into wash-up section of kitchen. This will include a bucket with sanitisation fluid for cutlery etc.

A cold grab and go concept implemented, consisting of no contact service stations at reception or bar, to allow quick purchase and consumption in bedrooms etc. Items to include favourites such as packed sandwiches, sealed salad bowls, packed bars (such as flap jacks, cookies and muffins), chocolate, crisps, yogurts.

A pantry station implemented, consisting of no contact service stations at reception or bar, to allow quick purchase and consumption in bedrooms etc. Station will consist of prepared meals requiring reheating. Items such as lasagne, shepherds pie, burgers, pies etc. Microwave station designed for ease of use, no queuing, instructions and sanitisation materials and tools.

For fresh "to order" menu items, dependant on government guidance, increased waiting times communicated to guests, due to changes in kitchen operations.

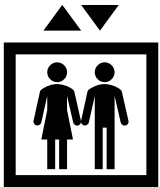
Menus designed to allow for distancing in kitchen operation and reduced to allow for ease of preparation and cooking.

Deliveries checked on arrival as normal, however remove outer packaging before entering kitchen and storage areas. If not possible, packaging to be washed using hot soapy water and then sanitised by spraying and wiping with disposable blue roll.

All cooking utensils and items to be washed twice through the pot wash between use.

Dishwasher to be emptied, cleaned and rinsed every 3 hours.

Public Areas



1 person at a time principle for hotel elevators, encourage use of stairs if possible.

Signs located outside lifts encouraging 1-person use, due to social distancing.

Lifts to be fully sanitised every night. Doors and buttons sanitised every 2 hours if possible.

Sanitiser gel dispenser located inside each lift cart, next to call buttons.

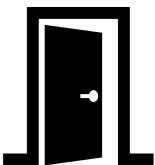


Public toilets, regular sanitisation of contact areas and items, such as flush, taps (if not sensor), door push plates, handles, soap dispensers, hand towel dispensers and toilet roll dispensers.

Periodic deep cleaning and removal of bin waste safely.

Toilets strictly use by guests and patrons only.

Soap dispenser to be replaced with unscented antibacterial soap. Hand lotions removed.



Where possible, entrance and exit doors for the hotel to be separate, clearly signposted, to avoid close encounters with others.

Sanitiser dispensers located at each entrance and exit, as well as entrance to public toilets.

Fire door exits to have increased security, with audio alarm systems, to avoid misuse.

All door handles and push plates on doors to be sanitised regularly.



Replacement station set up in foyer area, allowing hotel residents to pick up items to replenish bedrooms, such as toilet paper, tea/coffee supplies, refuse bags etc.

Sanitisation stations located for guests to use cleaning materials if needed, with COSHH and use instructions clearly displayed.

Reception



Floor markers located, for adherence to social distancing. Strictly only 1 person at the desk at anytime.

1metre by 1 metre Perspex screen located in front of terminal, sanitised regularly.

Furniture removed around reception/foyer area, to prevent loitering.

Pre-registration (pre-connection) where possible, by precontact with guests, obtaining all information required for check in.

If possible, organise arrivals in 15-minute slots via pre-connection contact.

Strictly 1-person rule for reception staffing. Shift handover (to include breaks) includes sanitising key-boards, PC mouse, phone, cash draw etc.

For larger hotels, a hosting station set up at front entrance, and management host - schedule for peak check out and check in times. Host will actively encourage social distancing, identify purpose of guest visit, deal with ad hoc requests, arranging taxis, advising on tourist information, etc.

Pre-information pack issues to guest by email 24 hours prior to arrival. This includes terms and conditions, to include those on registration card.

Registration cards do not need to be signed, signature box written with **check in time**, so CCTV footage can be used as evidence of stay and acceptance of terms.

Only 1 key card permitted per bedroom per stay. Upon return, keys cards sanitised and stored for 5 days before reusing.

At your service set up, by giving guests a Whatsapp number, to message any questions or requests. Or, Facebook messaging to be used, and with messaging open on PC terminal with notifications – allowing immediate remote contact and reducing face to face contact.

Bedroom phones removed, and guests encouraged to use Whatsapp messaging or Facebook.

Assistance with luggage discouraged, if unavoidable - adequate PPE required (as well as manual handling procedures). Luggage must be transported before guest gains access to bedroom. After transporting luggage, gloves disposed of and hands thoroughly washed. Luggage trollies not to be permitted by guest use, stored in office area and only used by hotel colleagues. Luggage trollies to be sanitised before and after use.

Preauthorisation bills to be pre-printed and placed under bedroom doors before 7.00am daily. Cards must not be handed by colleagues.

Copy invoices to be emailed as part of the checkout process. Only print if requested by guest.

No hand to hand passing of items, all items must be placed on the desk and then step back, to encourage social distancing.

Service complaints relating to new ways of working;

“Sorry you feel that way. The changes have been made after considerable thought, with the health and well-being of everyone in mind. The new norm is difficult for all of us, and we appreciate any feedback that will help us gauge what is working and what is not working.

Card machines, guest contact device to be sanitised using blue roll and spraying sanitiser onto the cloth beforehand. Blue roll to be disposed of after each use.

No newspapers are permitted, whether delivered to bedrooms or public use.

No collateral or marketing material permitted on display, unless in the form of a pop-up banner or picture frame.

Check-in time is available from 2.00pm, however cannot be guaranteed until 5.00pm – due to sanitisation process of bedrooms. Check in before 2.00pm will have a £10.00 supplement charge.

Checkout is at 11.00am, however extended checkouts can only be permitted subject to availability at a £20.00 supplement.

Early departure fee is at +1 full night. Therefore if departing 3rd day into a 4 night stay, the 3rd night will be charged, regardless of departure time.

If a guest is symptomatic, they must be refined to their bedroom only, for a period of 14 days (if availability allows, but every effort needs to be made). Food can be delivered as per in-room dining policy, bedroom cannot be serviced – replenishment items left outside door in a sealed bag). After departure, room to be left vacant for 48 hours before deep cleaning and sanitisation.

Rooms to be allocated in way to space out guests across the hotel, if practically possible and dependant on demand.

Housekeeping & Maintenance



Bedside tables: Phones, pads and pens removed.

Tea Tray: Cups replaced with 12oz disposable cups, plastic teaspoons. Sealed bags of: sachets of 4 x tea, 4 x coffee, 2 x decaffeinated coffee, 8 x UHT milk, 8 x white sugar and 4 x brown sugar and 4 x sweetener.

Deluxe Bedrooms: Tea/coffee trays and bedroom amenities, crockery along with tea pots and cafetieres are permitted, subject to thorough sanitisation upon each departure.

Glasses: All glasses removed and replaced with disposable recyclable plastic cups.

Bins: Bins to have bin liners, and a refuse bag folded and placed on bed, for excess rubbish.

Bathroom: Only dispense bottles permitted for hand soap, body wash (and dependant on brand lotion).

Towels: No face clothes permitted. Normal towel set up, to include bathmat.

TV: Remote controls placed in sealed plastic bags, and replaced after each departure.

Wardrobe: Wardrobe to have normal set up, including safes (if provided), hairdryers, coat hangers and iron and ironing boards.

Beds: Remove cushions. Pillow and bed protectors must be washed between occupants where used.

Bedrooms are to be serviced every 3rd day, to include linen change. Rooms cannot be serviced with occupants in the bedroom and can not be cleaned more often than every 3rd day. A full sanitisation is required on departure, of every contact area. Each bedroom departure service to have a sanitary tick list, to be archived for 12 months.

Guest belonging must be stored in wardrobe etc. with minimal items on furniture tops and in bathrooms to allow for the housekeeping service.

It is preferred, if practical to do so, to leave a room unoccupied for 24 hours after cleaning, before reselling.

Extra bed set-up etc. can only be completed before guest arrival.

Housekeeping to wear Apron, Gloves, Mask and Visor for each clean. Rotas devised based on social distancing (1 person per floor/area) and not just about efficiency. Yellow bio-hazard bins placed strategically around the hotel, for use by guests and colleagues. Must be clearly labelled.

Recycle bins placed strategically around the hotel, for use by guests and colleagues. Require: Red: plastic, Blue: paper, Black: general waste. Must be clearly labelled.

Do not enter cleaning in progress signs, placed on doors during housekeeping service.

Current directory of services and collateral removed. New leaflet of services and code of conduct placed in rooms and replace after each departure.



Maintenance quality check to be completed on each departure and 3rd day housekeeping service.

All defects must be fixed before next guest arrives.

Reactive maintenance defects, reported by guest, to be fixed as per below;

Red: Health and Safety – within the hour

Amber: Impacts guest stay experience – within 2 hours*

Green: Impacts the cosmetic look – within 24 hours*

*Based on normal hours.

Maintenance can only enter bedrooms that are vacant of guests.

Appropriate PPE used, to include Visors if risk of aerosol spray from plumbing etc.

Do not enter maintenance in progress signs, placed on doors during maintenance work.

Maintenance works cannot be undertaken in any rooms where a guest is symptomatic.

Before ALL contractor works commence RAMS with Coronavirus precautions and controls MUST be submitted and signed off by Maintenance Manager and General/Hotel Manager and submitted to Group Operations Director before commencement.

All projects and tasks completed must obtain a PC (practical certificate) sign off by Maintenance Manager and General/Hotel Manager and Group Operations Director before the company issuing an invoice.

Food & Beverage Service



Breakfast offering, inclusive as per brand or £5.00 (all hotel concepts);

Breakfast bag obtained from reception, consisting of;

- Banana or apple
- Cornflakes kit, with UHT milk
- Packaged croissant, with butter pad and jam pad
- Orange juice bottle or bottle of water
- Disposable coffee cup & lid, UHT milk, coffee stick, tea bag and sugar

Breakfast offering room service, £10.00 (full-service hotel concepts);

Breakfast tray delivered to bedroom within a 15-minute pre-set window, consisting sealed containers of;

- Banana or apple
- Cornflakes kit, with UHT milk
- Packaged croissants, with butter pad and jam pad
- Orange juice bottle or bottle of water
- Disposable coffee cup & lid, UHT milk, coffee stick, tea bag and sugar
- Scrambled egg, 2 rashers of bacon, 2 sausages and baked beans (carton)
- Salt, pepper, tomato and brown sauce sachets
- Disposable cutlery and plates for hot items (guest to plate)

Breakfast tray delivery will be contactless, by knocking on bedroom door, placing tray on floor and stepping back 2 metres.

Tray collection by placing trays outside of bedroom before 11.00am.

Breakfast offering restaurant service, £10.00 (full-service hotel concepts) – subject to restaurant standards below (but strictly no buffet service);









In room dining for food only, available 5.30pm and 8.30pm (full service hotel concepts – hotel guests only);

A menu consisting of starters, main courses and desserts (can be an abbreviation of restaurant/lounge menu).

Items will be delivered similar to a take-away concept, items in sealed containers, placed on a tray, with plates and cutlery. Guests plate meals themselves.

Tray collection by placing trays outside of bedroom before 10.00pm.

 	<p>Contactless grab and go concept (select service hotel concepts – hotel guests only);</p> <p>A refrigerated display unit available at reception on hotel bar, consisting of;</p> <ul style="list-style-type: none"> -Fresh packed sandwiches, 2 meat, 2 veg (£3.95) -Boxes of salad (vinaigrette packets) and pasta salad (£3.95) -Crisps, 3 flavours (£0.95) -Flap jacks and cookies (£1.95) -2 choices of chocolate bars (£1.05) -Fruit salad (£2.95) -Sausage roll (£3.95) -Yogurts (£1.95) -Pot noodles (£1.95) -Pringles (£1.95) -Bottled water (£1.95) -Cans of soft drink (£1.15) -Nuts and olives (portioned) (£2.95) <p>Phase 1: Items must be consumed in bedroom only.</p>
 	<p>Contactless pantry concept (select service hotel concepts – hotel guests only);</p> <p>A menu offering ready meals, consisting of items that can be warmed by the guest;</p> <ul style="list-style-type: none"> -Lasagne -Shepherds pie -Cheese Burger -3 bean chilli with rice -Meat and/or vegetable curry with rice -Meat and/or vegetable Paninis <p>Charged at £3.95 - £5.00. Meal deal including drink can be charged.</p> <p>Microwave station in close proximity. With clean before and after use signage, sanitiser spray etc. Caution signage etc. Menu board etc.</p> <p>Phase 1: Items must be consumed in bedroom only.</p>
 	<p>Contactless beverage concept (selected hotel concepts – hotel guests only);</p> <p>Floor markers located, for adherence to social distancing. Strictly only 1 person at the bar at anytime.</p> <p>Beverage items in disposable glasses only. Guests asked to in bins provided.</p> <p>Coffee can be served in disposable cups, and server will serve sugar etc. directly into cup before being served. Guests asked to dispose of cups in bins provided.</p>

2



Bar/lounge concept (full service hotel concepts);

Floor markers located, for adherence to social distancing. Screens and partitions to allow for adequate spacing between tables and chairs.

An order point identified, with floor markers to allow for social distancing. Drinks and food orders to be taken with contactless payment. Strictly only 1 person at the order point/bar at anytime.

Beverage items dispensed from bar, guests to take drinks to tables. Assistance can be given in exceptional circumstances, adhering to social distancing.

Cutlery and condiments issues at time of ordering, guests to take to tables.

Floor plans reconfigured allowing for social distancing. Maximum occupancy levels pre-agreed and enforced through host and management presence.

Meals will be handed at arm's length to diners, plates will be cold to avoid injury.

Empty plates and glasses to be handed by the diner to the server at arm's length.

Servers will thoroughly wash and sanitise hands after each delivery of food and collection of used plates etc. Disposable aprons and visors to be worn.

Tables thoroughly sanitised after each use.

All patrons are to issue name and telephone number upon arrival and time of arrival to be captured.

2



Restaurant (full-service hotel concepts);

Floor plans reconfigured allowing for social distancing. Maximum occupancy levels pre-agreed and enforced through hosts.

Menus to be digital, single use A4 paper or printed menus sanitised after each use. Orders taken, adhering to social distancing.

Meals and drinks will be handed at arm's length to diners, plates not to be hot – to avoid burns. Empty plates and glasses to be handed by the diner to the server at arm's length.

Servers will thoroughly wash and sanitise hands after each delivery of food and drink items food and collection of used plates etc. disposable aprons to be worn, along with visors.

Tables not to be pre-set, cutlery, glassware etc. to be issued at arm's length after ordering.

Outside space use encouraged to be used by diners, again tables reconfigured allowing for social distancing.

All patrons are to issue name and telephone number upon arrival and time of arrival to be captured.

2



Social events (full-service hotel concepts)– subject to government guidelines;

Social events, including weddings, wakes and Christmas events etc. Bookings can be made from 1st September 2020 (without taking deposits until announced). However, it is prudent to prepare for this business not to return until late 2020 or even 2021.

All patrons are to issue name and telephone number upon arrival and time of arrival to be captured.

1



Meeting bookings capacity reduced to allow for social distancing. No pens, paper or pencils, name cards or mints permitted.

Meeting tea and coffee, packaged biscuits or snacks and water, as normal from dispense area outside of meeting room, with signs saying 1 person at time with take away cups or glasses and bin disposable station.

Meeting lunch, strictly prepacked sandwich or hot options. Pre-orders taken on arrival with names, collected from a dispense point. Bin disposable station.

Food and beverage items to be consumed in meeting rooms only, or outside space if social distancing can be adhered to.

Meeting rooms must be sanitised fully after each use, to include chairs and legs, tables and legs, light switches, door handles etc.

Code of conduct leaflet to be on each meeting room place setting, outlining social distancing etc.

Meeting facilitator is to sign code of conduct and will be responsible for the social distancing of the meeting attendees, whilst on the premises.

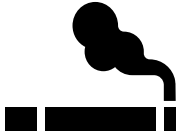
Meeting facilitator to acknowledge hotel management determination and decision is final.

① Maximum capacity should be 12, if social distancing can be achieved (subject to government guidance).

② Maximum capacity should be 25, if social distancing can be achieved (subject to government guidance).

All patrons are to issue name and telephone number upon arrival and time of arrival to be captured.

Admin & Other



Smoking area to be reconfigured away from entrances and exits, in open air environments.

Signage to enforce social distancing.

Disposal of cigarettes should be in sanitising fluid.

Cleaning and removal of smoking areas to be done using PPE including visors.



Personnel, Human Resources;

All flow training must be completed before commencing/recommencing work, to include Coronavirus modules.

First stage: new starter and promotion interviews to be conducted using Zoom or similar (virtual interview) by HR. Second stage by department/hotel manager.

All applications for all roles, will require a remote aptitude test before first interview.

Disciplinary and grievance meetings to be held using Zoom or similar (virtual HR meeting).

Training sessions must be arranged remotely (virtual training) wherever possible.

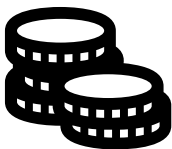
Meetings and business reviews to be held using Zoom or similar (virtual meeting).

Hotel asset reviews will be kept to a minimum, however, will be unavoidable at times, due to the need to physically inspect properties etc.

One to one tactical training for new colleagues, a buddy trainer appointed and must be strictly adhered. If the buddy trainer is unwell, new colleague will be placed on rest days to recover.

Personnel files to be migrated to an e-filing cabinet (that is GDPR compliant).

All management placements will require non-disclosures before being offered employment.



Finance reviews will be arranged remotely (virtual meeting) wherever possible.

Cash will be discouraged, contactless payment via cards to be encouraged.

Incoming and out going post discouraged, electronic communication encouraged. Post being opened will require 1 use disposable gloves and envelopes etc. safely disposed of.



Rotas to be developed around teams, to reduce interaction as so far possible.

Rotas are subject to change and should only be drafted weekly (Thursday before the following week).

Department rotas are to form a master rota, to allow for ease to review staggering of shifts and ensure as little team interaction as possible.

Daily briefings and leadership meetings, area assigned to have enough space to allow for social distancing. No pens, paper or pencils, name cards or mints permitted.



Sales appointments must be scheduled to allow for safety precautions between appointments. However, preferred option is virtual appointments (virtual sales appointments).

Sales visits to hotels kept to minimum, on the basis of client appointments for show arounds.

A central sales team created, to deal with all enquiries, thus ensuring legislation is adhered to and enquiries are effectively dealt with.

Hotel show arounds to be scheduled outside peak trading hours, conducted with social distancing, and PPE worn – which includes face masks.



Hotel office use drastically reduced, and reconfigured allowing for social distancing. Only 1 person permitted to use office space at a time.

Central office to be reconfigured allowing for social distancing.

Office use for Group Operations Director, HR Executive, Sales Manager and Group Sales Office Manager and ad hoc visit from Finance. Before access to central office, hands must be washed and sanitised.

Central office toilets must be sanitised after each use.

No sharing of pens or stationery. Colleagues should be encouraged to obtain and keep their own pens etc.



Safety escalation and concern, all guests and colleagues encouraged to escalate any concern to safety@cresthoteigroup.com.