



BEALES HOTELS
GENERATIONS OF EXCELLENCE SINCE 1769

STRATEGIC BUSINESS PLAN 2010-15

October 2010

INTRODUCTION

This document sets out the strategic business plan for Beales Hotels for the next five years - the short and medium term. It is a broad framework, rather than a rigid programme, that will provide a structure for the company's activities. It will be reviewed annually and updated to reflect changes to markets, circumstances and the company's position.

In addition to its role as strategic framework, it will be used as a base for all of the Standard Operating Procedures, to describe the experience that we intend that all guests and customers will enjoy in every aspect of their contact with Beales. These SOPs will reflect the different individual circumstances of the hotels, but will carry strong Beales themes and standards throughout.



BEALES HOTELS

GENERATIONS OF EXCELLENCE SINCE 1769

STRATEGIC POSITION



Beales Hotels has established a market position as the best and most successful 4 star hotels in Hertfordshire. We will offer both contemporary and more traditional experiences to the same high standards.

For the period of the plan, we will focus on building profitable business from our existing properties. We will develop the teams, the facilities and the services that we offer to optimise the contribution from each hotel and to build a lasting business that is capable of responding to changes in the market.

The business elements of bedrooms, conferences/meetings, functions, and food & beverage will be developed to optimise cost effective financial contributions, recognising their roles as part of the overall hotel experience.

Having developed Company systems, procedures, resources and expertise, we will seek hotel management contract opportunities in closely associated markets, and take opportunities in outside catering when they arise.

We will reflect the special values of a family business, blending tradition with modern practices in the most effective balance. We will build a sound company, without taking undue risks, to ensure a successful long-term future.

It is recognised that in 2010, with low borrowings, a loyal clientele, and a committed staff we should be able to ride out this recession intact.

- Outstanding development projects for Beales Hotels include a restaurant and bar conservatory for West Lodge Park (planning permission obtained), a conservatory for the Edward Beale room (planning permission obtained), new front and rear entrance walls at WLP (planning permission obtained), an extra floor of 19 – 22 bedrooms at BH (planning permission obtained), the redevelopment of rooms 9 and 72 at WLP to give 61 rooms in total.
- Beales Hotel has struggled this year in sales terms, despite occupancy rates remaining high. The main focus here has to be on growing the conference and banqueting business again, and on higher levels of take up of our food and beverage offer.
- West Lodge Park has shown a resilience with a heavy focus on food and beverage following the refurbishment of the Mary Beale restaurant. Bedrooms are picking up again. The current ongoing bedroom refurbishment programme is extensive.



MISSION STATEMENT

"We undertake to do everything in our power to please our guests so that they want to return."

Commitment to all our Guests

- The best possible value for money
- Comfortable accommodation in attractive surroundings
- Good food in a relaxed atmosphere
- Excellent service, from friendly well-trained staff
- The opportunity to make comments to us
- The prompt handling of any complaints

Commitment to all our Staff

- The opportunity of a fulfilling career so that everyone feels valued
- The opportunity to balance work and home
- Training for every job at every level
- Good working conditions
- Encouragement to progress
- Fair remuneration
- The opportunity to present ideas which could improve the Company's performance
- Smart uniform
- A range of benefits - Pension, Life Assurance, Accident Insurance, Discounts

Commitment to all our Shareholders

- We will build the family business for the long term
- We will communicate regularly with our shareholders, including regular briefing sessions on company performance and plans
- We will provide an annual copy of the Business Plan
- A fair and growing dividend, within the context of the Company's financial performance
- An exit share buyback plan for those shareholders seeking to leave the company – effective from April 2010 onwards.
- Shareholders Card and Discount Vouchers

Commitment to all our Suppliers

- Payment of all invoices within 60 days
- Queries to be dealt with within 14 days
- The opportunity always to tender for new contracts, projects, etc.
- The opportunity to work together to secure efficiencies in our work practices

Commitment to the Environment

- To minimise our production of waste materials and to recycle all possible materials
- To reduce our consumption/laundrying of bath towels by asking guests to re-use them
- To reduce our consumption of energy and water
- To maintain a tree planting programme that more than offsets our carbon emissions

CORE STANDARDS

Reservations

- Phone answered within four rings or an apology
- Customer name used at all times
- Ask stayed before, special requirements, how did you hear about us
- Added value to booking (dinner, beauty, wine, chocolates etc)
- Refer to www.bealeshotels.co.uk
- Confirmation of booking

Arrival

- Greeted warmly on arrival
- Customer name used at all times
- “Did you have a good journey”
- “Have you stayed with us before ?”
- Pre authorisation Room & Breakfast £50 per day
- Key questions for every check in: dinner, newspaper, wake up call, leisure, luggage



Exterior

- All signage clean and lighting all in working order
- Litter free and paths swept
- No cigarette butts

Bedrooms

- Clean, fresh smelling, well maintained
- TV and remote in good working order, tuned to hotel guide
- Room service menu, guest information, note pad and pen, laundry bag, room service breakfast, do not disturb sign, Special Events and Christmas brochures all on display

Public Areas

- Group literature racked
- Plenty of magazines and newspapers neatly displayed
- Guest WC's (Ladies, Gents, Disabled) checked every 2 hours 7am – 11pm
- Corridors clear at all times
- Doors to function rooms shut
- All staff acknowledging guests at all times

Bar

- Warm welcome on arrival
- Guest name used at all times

- Table service and upsell of second drink
- All guests to receive coaster, and crisps, nuts and olives with every drink
- Tray service at all times
- 10 minutes food from order
- All room transfer and complimentary drinks signed for
- Clean lounge menu and fresh flowers on each bar table

Restaurant

- Warm welcome on arrival
- Phone answered within 4 rings or an apology
- Guest name used at all times
- Clean and up to date menu
- 10 minutes food from order
- Attentive beverage service
- Correct ambience – lighting, music, temperature
- Friendly to all our guests – conversant when appropriate
- Food – Beales Hotel Food Charter
- Hot Breakfast buffet on weekends above 30 pax
- Buffet maintained and topped up regularly by dedicated member of staff
- Personal farewell to all guests

Room service

- Phone answered within 4 rings or an apology
- Delivery time promise.
- Tray prepared in advance with correct cutlery, cruets
- Tray collection card on tray.
- Guests offered timed tray collection

Checkout

- Guest name used
- Appropriate conversation
- “have you enjoyed your stay”
- Luggage service from room to car offered
- Bill presented accurately

Conference

- Welcome board correct
- Layout – pen, name card, paper, coaster, water, cordials, ice, information, sweets, working equipment
- Organiser greeted and confirmation of all meeting details
- Room well maintained with correct lighting, noise level and temperature
- Home baked biscuits with all teas and coffees
- Conference buffet lunch in restaurant in 30 minutes
- Working lunch buffet in room clearly labelled

Banqueting

- Booking procedures carried out professionally
- guest name used at all times
- function manager to meet all function organisers before the event
- Room well maintained with correct levels of lighting, noise and temperature for time of day, time of year, and numbers.
- 5 minutes for food from sit down
- service momentum to be maintained (do not wait for one person)
- Coffee mise en place placed down with dessert
- Proactive topping up of wine and water – upselling
- Noise limited within the environment (e.g. bands, discos etc..)

FINANCE

- To increase sales on the 2009/10 base for each year, as follows:

	West Lodge Park		Beales Hotel	
	£(k)	% incr.	£(k)	% incr.
2009/10	3148	-4.6	1915	-16.8
2010/11	3321	5.5	2018	5.4
2011/12	3454	4.0	2099	4.0
2012/13	3592	4.0	2183	4.0
2013/14	3736	4.0	2270	4.0
2014/15	3885	4.0	2361	4.0

- To increase earnings (before Capital Loan Repayments, tax and depreciation), as follows:

	Group NOP	
	£(k)	% margin
2009/10	585	11.6
2010/11	641	12.0
2011/12	677	12.2
2012/13	716	12.4
2013/14	745	12.6
2014/15	799	12.8

MAJOR DEVELOPMENT PROJECTS IN DATE ORDER

1. Leasehold Extension at West Lodge Park

The existing lease expires in 2068 – 58 years away. The opportunity has come from Enfield Council to extend the lease to a new 125 year lease and to free us from the alienation clause in the existing lease. Negotiations are ongoing but an outcome will be known during 2010.

Confirmed Timing: 2010/11
Cost: not known at the time of writing (Sept 2010)
Return on investment: not known

2. Safiya to be converted into a Double Bedroom at West Lodge Park

Safiya has not been a commercial success. We will convert into a lovely double bedroom 9 to accompany rooms 7 and 8 on this floor – not much view but plenty of daylight through 2 skylights and 2 windows.



Confirmed timing: 2011
Installed cost: Max: £20K
Return on investment: we will recoup this cost in the first year of operation with a 65% occupancy of this room at an ARR of £85, so room revenue of £20,166 in year 1, ie 100% r.o.i.

3. Conservatory at West Lodge Park

This allows for a new conservatory off the lower bay of the Mary Beale Restaurant at WLP, seating a max of 24 covers, with a smaller conservatory off the far bay of the terrace bar which would facilitate easier access to and from the bar terrace.

Confirmed timing: 2012
Cost: no more than £150K
Return on investment: minimum 20% on the basis of a five year return on the £150K cost.

4. Top Floor Extension at Beales Hotel, Hatfield

This plan allows for 19 new rooms and a gym area. 12 rooms will be standard rooms of a similar size to those on the floors below. 5 rooms will be executive suites – more spacious and luxurious with balconies, and 2 rooms will be deluxe suites of fantastic design with large balconies, large bathrooms with wet rooms, lounge areas. The gym will include sauna, steam room, Jacuzzi, changing area, WC, shower and gym. The number of bedrooms at BH would increase to 72.



Expected timing: 2013
Cost: No more than £1.8M
Return on investment: minimum 14% on the basis of 40% occupancy of new rooms

5. Lodge 4 to be converted to commercially rentable 2 bedroom house at West Lodge Park

This lodge can be let out at around £930 per month plus bills = revenue or savings of £1100 per month or £13,200 per annum.

Confirmed timing: 2012

Installed cost: £22K

Return on investment: we will recoup the cost in 18 months with 100% occupancy by tenants, ie 75% r.o.i.

6. Cedar Lodge rebuild at West Lodge Park

This exciting scheme would give a small pool and Jacuzzi and changing area on the ground floor of a new 3 storey building, with 10 standard double rooms on two floors above overlooking Cedar Lodge garden. There would also be a second lift for the hotel and a corridor link to the 11 bedrooms of Chestnut Lodge so that guests to these bedrooms would not get wet. The number of bedrooms at WLP would increase to 70.



Confirmed timing: 2014

Cost: no more than £1.8M

Return on investment: minimum 16.6% on the basis of a six year return on the £1.8M cost



7. Ongoing major R&R projects at West Lodge Park and Beales Hotel

BH Improvements to chipped bedroom furniture

BH Dwarf fence

WLP Bedroom upgrades: 10, 57, 61, 82, 23, 5, 50, 51, 20, 21

WLP CCTV upgrade

BH Buckland Suite equipment upgrade

WLP Kitchen equipment upgrade

WLP overflow car park next to Helipad

WLP soundproofing of wash up area

BH Breakfast buffet upgrade

HUMAN RESOURCES, TRAINING AND STAFF DEVELOPMENT

‘Beales Hotels are committed to training and developing staff at all levels within the business to help them reach their full potential’

1. Training and Development Activities

There is an on-going program of training and development activities which reflects the needs of the business, the individual hotel, and the individual member of staff. ‘**Training Planned**’ is put together on a monthly basis and is advertised to all staff via notice boards, the staff section of the website and within their team meetings. HODs, DGMs and GMs also deliver in house training on a monthly basis, as and when needed.

The Health and Safety team also produce a training plan to make sure we meet all of our statutory training commitments such as Food Hygiene, Fire Safety, First Aid, Lift Rescue Training and many more. The training is delivered in house within two 30 minute sessions. The sessions are organised so they are easily available to all staff.

All staff are encouraged to develop their individuality and their career path by taking part in nationally recognised qualifications i.e.: NVQ’s and entering competitions such as ‘Young Chef / Waiter 2010’. In 2009/10 we successfully put seven members of staff from different departments within both hotels through the NVQ programme at both level 2 and Level 3.



As well as making sure the staff are well trained we try to include fun, relaxing activities like trips to our local suppliers, hotel and company outings and even trips on the Managing Directors boat.

2. HR and Staff Area of Website

The staff section of the Beales website keeps growing every year. Both hotels have had team photos produced and every month there are more and more photos of the staff making it onto the website because of their achievements.

The HR Team is in the process of developing the careers page so the recruitment process is more of an online experience. The already updated ‘**Role Profiles**’ are a huge success for both staff and line managers and will also be more readily available within the online application process.



3. Staff Inductions

New members of our team receive a comprehensive induction to Beales Hotels which includes both a Hotel and Company induction.

Hotel Inductions are proving their worth as new staff are feeling a lot more settled as they have had that one-to-one experience. They are introduced to everyone in the hotel at the time and are given a full tour. There are plans to include Head Office and the other hotel within these tours so the new member of staff gets the full feel of the business.



During the Company Induction Andrew gets to know all of the new staff, discussing family life, achievements and hobbies to make them feel at ease straight away. The induction provides a full insight to the family history of Beales Hotels, staffing structure at both hotels and head office, plans for the future and the achievements we have gained. Andrew also goes over important Health & Safety issues and introduces them to the high standard of social skills that Beales Hotels expect all staff to have.

4. Performance Reviews

A new form has been developed to encourage the conversation between manager and staff member to stay constructive, have a natural flow and allow for more areas of discussion. This year's reviews have gone very well, producing more effective and achievable targets.





SALES

1. Sales Team

The sales teams at WLP & BH work together to develop continued sales activity. Both General Managers liaise closely with the sales team and Sales Co-ordinator to achieve the high standard expected regarding relationship with new and existing clients.

2. Website

To continue developing www.bealeshotels.co.uk as a key source of information for customers and staff, offering clear answers to all enquiries both within the UK and world-wide. Ensuring that the interactive aspect of the site such as the booking process and online shop is user-friendly for the customer.

Increasing social networking through sites such as Facebook and Twitter and liaising with third party sites regarding links, content and images. Review of the website on a regular basis keeping it interesting and enticing to the customer.

Keeping up with trends such as mobile phone website display optimisation. Including services to potential overseas customers by adding multi-lingual sections to the website.

3. Branding and image

To continue developing the brand and image of the company with forward thinking marketing, printing and PR agencies and using strong brand standards.



4. Local Corporate Marketing

To continue with close liaison with all local corporates with office visits, fam trips, local preferred rates.

5. Agents

To work with all agents and third party distribution channels while protecting profit margins

6. Visual One

To use the technology of Visual One and Room Master to increasingly draw closer to our customers through the capture of email information and the regular use of e-shots and database marketing



7. Website Vision 2010/11

In the year ahead we intend to achieve the following improvements :

1. Facebook site development for BH and WLP
2. Special Events 2011 WLP and Christmas 2011 WLP to be more interactive than at present
3. Google Search Engine optimisation work increased
4. Mobile phone website display optimisation
5. Adding multi lingual sections and accessibility feature with optional larger typefaces
6. Improved Food and beverage galleries for WLP and BH
7. Add Live Bbookings to both websites

BEALES HOTEL BUSINESS PLAN 2010/11



PEOPLE (Management Team)

General Manager	Chris Hall
Deputy General Manager	Nathan Wiffen
Head Chef	Diego Granada
Reception & Reservations Manager	Clare Markham
Guest Services Manager	Linda Purton
Executive Housekeeper	Denise Parkinson
Meetings & Events Operations Manager	Kieran Wheeler
Restaurant Manager	Christie McVeigh
Meetings & Events Sales Manager	Stacy East
Maintenance Manager	Colin Bates
HR Administrator	Beverley Doidge

PRODUCT

AA 78% / 2 Rosettes
Contemporary boutique hotel
53 en-suite double bedrooms, air-conditioning, broadband/Wi-Fi
60 cover Outsidein Restaurant
Talk Bar
8 Function rooms
Sales Mix
 51.7% rooms
 26.7% food
 10.7% beverage
 8% room hire
 2.9% sundry sales

Corporate hotel
Banqueting & leisure weekend business

Trip Advisor
#1 Hotel in Hatfield on Trip Advisor
#3 Hotel in Hertfordshire
88% would recommend Beales

Laterooms
90% would recommend Beales Hotel
90% would stay at Beales Hotel again

Booking.com
8.2% "Very Good" rating

SALES & PROFIT

	2009/10		2010/11
Sales	£1,914,963	Sales	£1,976,116
Increase Y on Y	- 16.79%	Increase Y on Y	3.19%
NOP	£492,133	NOP	£535,550
Increase	- 22.13%	Increase	8.82%

KPI

Beales Hotel 2009/10

Food %	35.3% (+6.8% on Budget)
Beverage %	26.1% (+3.1% on Budget)
Wages	32.3% (+0.6% on Budget)

Beales Hotel 2010/11

Food %	30%
Beverage %	26%
Wages %	32.3%

OUR VALUES

We are passionate about our customers, they are at the heart of everything we do

We value each other

We are proud of what we do

We strive to be the best hotel in Hertfordshire

HOTEL OBJECTIVES

OBJECTIVE

To invest in our staff

HOW

GM/DGM to see all new recruits before employment
All staff to receive hotel induction with Beverley Doidge, HR administrator
All staff to receive Company Induction with Andrew Beale, Managing Director
Ensure that performance reviews are live documents
Buddy system for all staff
Monthly training plan from Aimie Chatfield
Quarterly HR/HOD meetings
Bi-annual staff days, Christmas & summer
Succession planning / internal development & training plans
Staff facilities / benefits / activities / MD boat trips

OBJECTIVE

To positively reward positive performance

HOW

Hotel "Champion of the month"
Bonus scheme in key areas
Defined hotel structure / internal development
Staff involvement in setting departmental objectives
Use of staff notice board
Guest feedback seen by all staff
Departmental meetings

OBJECTIVE

To be the best 4* hotel in Hertfordshire

HOW

Review guest services daily
Fluid system of daily feedback through morning meeting

Questionnaires fed back at weekly meetings & corrective action taken
Responses to all negative feedback
Quarterly review standards of procedure in all departments
Regular SOP training & reviews
Internal quarterly "Standards Audit"
Increase Late Rooms "recommend a friend" to 92%
Increase Late Rooms "would you stay here again" to 92%
Maintain Trip Advisors #1 for popularity in Hatfield
Achieve Trip Advisor #2 for Hertfordshire
Increase to 8.5% Booking.com
Strive for AA 82%
Maintain 2 AA Rosettes for good food
Weekly bite sized training in departments

OBJECTIVE

Exceed overall NOP target for year

HOW

Monthly sales and marketing meetings
Proactive marketing strategy
Proactive up selling at all levels
Environmental champion
All rota's signed off by GM/DGM prior to issuing
Food flashes managed by Head Chef to ensure Food GP exceeded
 Food flashes issued to all chefs weekly
Liquor costs managed by DGM
Departments responsible for managing own costs
Review of all costs & contracts
All PO's signed by GM/DGM
Staff awareness on negligence & wear & tear of equipment
Multi skilling of teams
HR1's used in all cases



WEST LODGE PARK
YOUR COUNTRY RETREAT

West Lodge Park Objectives August 2010 - July 2011

Our Values

- ***Anticipating our guest's requirements.***
- ***Exceeding our guests expectations***
- ***Being the best at what we do.***

"By encouraging a culture of handwork, commitment and mutual responsibility within our team, we shall continue to be the best at what we do. Understanding what has made West Lodge Park such a long standing business and keeping to our core beliefs, whilst developing and modernising. Most of all going out of our way to 'wow' our customers with exceptional service"

Our Business

"To grow the business from the effects of recession, through innovative selling techniques and hourly management of online rates. To continue our tight control on costs and ensure every penny is spent wisely"

Sales	-	2010/11 to exceed £3.3mill
Cost of sales	-	Kitchen 28.0% Bar 25.0%
Wages	-	30.7%

Our Objectives

"To develop, invest, retain and care for our staff. To ensure our staff are happy"

- To have an open door policy.
- To ensure all staff meals are of the highest possible standard.
- To ensure training needs are met.
- Managing Director's inductions for all new staff.
- Yearly performance reviews and one-to-ones
- Regular HOD meetings
- Daily 7 days-a-week briefings
- Yearly Christmas /Thank you party
- Ensure staff are aware of their improved staff benefits
- To encourage MD boat trips.
- Simply the best awards
- Staff involvement in all decisions.
- Up to-date fun and vibrant notice boards
- To appreciate and thank our staff.
- To listen to our staff.
- To take time to understand our staffs needs and wishes

" To be the number one hotel in Hertfordshire on Trip Advisor"

- DM Checks of all hotel areas hourly
- Monthly training updates
- Use SOP Manuals as bibles
- Revisit departmental training and service standards
- Honesty and transparency on mistakes we make with our guests
- Competitor analysis of red starred properties
- Analyse guest questionnaires and feedback.
- Respond positively to negative feedback.
- To ensure all complaints followed up with a written response within 48 hours
- Compile maintenance bedroom cards
- Being open and transparent about our weaknesses and excited about our strengths
- Strive for standards
- Listen to our costumers



FOOD AND BEVERAGE

FOOD & BEVERAGE STRATEGIC PLAN 2010/2011

BH Food & Drink Objectives

- To maintain 2 AA Rosettes for good food, working to delivering food quickly with excellent presentation.
- To increase covers by 5%
- Maintain menu presentations, tastings and accurate specification sheets, introducing staff to all dishes and growing knowledge levels. Ensure all new menus have been discussed and all training and menu specifications are in place pre launch.
- Menu quizzes on a regular basis to test how well the knowledge passed on is being absorbed by the team.
- All our menus to reflect season, freshness and market availability.
- Utilize the seven day menu to provide scope for future menus and to move items that we have in excess.
- Achieve a 30% COS through effective management of the daily food flash monitoring market prices and purchases.
- Effective cellar management to achieve 26% COS.
- Deliver the company food charter ensuring it is in-keeping with market trends and demands.
- Ensure good food hygiene practice is in place and Nick Tilley Audits are 80% +
- Restaurant Mystery guest inspections/reviews quarterly.
- Wine training with Anthony Byrne/Carlsberg and coffee training with Café du Monde.
- Sourcing of varied spirits and other bar supplies at reasonable prices, giving the opportunity to offer brands not readily available on supermarket shelves, creating individuality and exclusivity within the hotel.
- To ensure that restaurant and bar key skills training and checklists are being completed.



1. BH facilities

Food

- Top up of heavy duty equipment such as gastros, frying pans, Dario moulds.
- Wall mounted salamander to replace existing to achieve a more ergonomic kitchen.
- Replacement of solid top in kitchen.
- Development of 1st floor linen room to satisfactory 'satellite kitchen' standard for service to Bishop Suite.
- Repair of hot cupboard & gantry lights
- Deep clean of extraction units.
- Replacement of water filters on ovens.
- Repair/replacement of 4 ring burner / stove.
- Different biscuits for AM/PM



Restaurant & bar

- New restaurant desk
- Roll top chafing dishes
- Replacement buffet serving equipment
- Implementation of enhanced room service facility through extension of bench work and storage racking in still room. Purchase of a room service racking trolley to allow full room service mis en place.
- Improved glassware
- Change of restaurant knives
- Replacement of bar fridge
- Non-slip matting for the bar
- Purchase of additional Gaggia to deliver coffee to order in the restaurant, bringing the fresh smell of fresh coffee beans and the noise of the grinder for all services for enhanced theatre.
- Purchase of quality champagne buckets and unbranded.
- Full cellar management to be in place and maintained to ensure that there is a clear audit trail of all beverage in the building.

Meeting & events

- Purchase of black baizes'
- Bespoke flip chart covers
- Review of AV equipment, including 2nd projector purchase & Netbook purchase
- Servicing of meeting room walls
- Improve conference sweets
- Tissue boxes for function rooms
- Review of conference equipment incl. T&C signs, cable covers, telephones
- Clean up of dance-floors
- Removal of Salisbury bar
- Implementation of Buckland AV equipment
- Top up of banqueting chairs

2. WLP Facilities

- To implement a brand new kitchen, with modern cooking facilities including new ovens, salamanders, and solid tops.
- To update and renew our current alchemy crockery range and to improve our food with innovative new presentation styles.
- Develop and move forward our breakfast presentation with purchases of new display equipment.
- Refurbish the kitchen area, tidying up the space and ensuring it is easy to clean and keep tidy
- To update our existing conference standards and to modernise our facilities
- New banqueting equipment, including buffet display equipment to present our buffets in a stylish way
- Purchasing of new bar glasses, to include wine, pint, half pint and cocktail glasses to improve our beverage presentation.



Food Objectives

- Flexibility in our menu creations, focusing on the ever changing guests requirements.
- To ensure all guidelines set out by the Beales food charter are adhered to. Revisiting the charter twice a year in food and beverage meetings and reworking these guidelines.
- All items on our A la Carte, TDH, lounge menu and banqueting menus are hand-made by our team of skilled chefs. These menus will change quarterly, weekly and bi-annually and reflect seasonality, freshness and feedback from our customers.
- To purchase food and beverage, where possible, from Hertfordshire and the surrounding counties. To provide this information to our customers through local food brochures.
- To work with our suppliers to provide customers with information of the food we sell, such as farm names, provenance and how the food has been reared, feed and which breed it comes from.
- To ensure all our food is ethically reared, caught, culled and transported.
- Use of classic British dishes, such as cottage pie, sausage and mash, and fishcakes, which befits the country house we are.

Beverage Objectives

- Encourage drink sales through innovative POS and special offers
- Maintain under 8k holding stock in the hotel
- Modernise beverage holding stock through attending trade shows, working with suppliers and keeping our ear to the floor
- Achieve a surplus on drinks sales on a monthly basis





ACCOMMODATION STRATEGIC PLAN 2010/11

BEALES HOTEL

Accommodation Objectives

- To continue to be the best accommodation in Hatfield and surrounding area
- To maintain costs for servicing a contemporary & executive room
- To develop the product
- To have a pro-active maintenance programme

Accommodation facilities

- Improve the in room TV system. Increase TV channels & or implement interactive TV system
- Improvements in Exec rooms – new beds
- MP3 player docs
- DVD players
- Top up of bedroom equipment; bedside lamps, cushions
- Shower soap dishes
- New nets
- New desk chairs

ENVIRONMENT

1. Local and Ethical Purchasing

An increasing percentage of local or fair trade products are purchased each year with the emphasis on local food and drink from a 50 mile radius. Associated PR to put this message across.



2. Reduced Energy Consumption

More rigorous duty management procedures to turn off surplus lighting and air conditioning. Fitting of low energy light bulbs where possible and specifying low energy fittings for newly refurbished rooms.

3. Reduced & Recycled Waste

All glass, printer cartridges and photocopy toners are recycled throughout the company. Tree & garden waste all goes into a composting bin, and is then used as a mulch around the arboretum trees which feeds nutrients back into the ground.

4. Carbon Footprint reduction

More than 50 trees and shrubs are planted each year at WLP.
Journeys that can be avoided by better use of IT to be encouraged.
Use of public transport for staff and guests encouraged

5. Paint Waste

Left over paint now going back to the supplier to be recycled.



CORPORATE AND SOCIAL RESPONSIBILITY

1. Staff

- All staff to be treated with dignity, friendship and respect irrespective of race, creed, sexual orientation, age, nationality
- Disabled staff encouraged to remain within the workforce and allowances made for their condition.
- Staff with difficult personal circumstances at home (bereavement, separation, elderly relatives or young children) to be assisted in any way possible and allowance made for their additional responsibilities
- All pensioners of Beales Hotels contacted annually with Christmas bonuses and vouchers

2. Charitable Organisations

- Local organisations to be assisted with vouchers for fundraising (raffle prizes, tombola, thank you gifts for their volunteers etc)
On average 5 local organisations per week (250 per year) assisted in this way with a total value of some £10k p.a.
These include schools, play groups, hospices, day care centres for the elderly, churches, hospitals.
- Garden Open Days held twice yearly at WLP on behalf of the National Gardens Scheme
- Regular support for the Hertfordshire Community Foundation

3. Beale Trust

- Over 33% of the company is owned by the Beale Trust, a charity with the dual aims of looking after present or former Beales staff in need, and disbursing money into the wider charitable world.
- Staff in need are helped annually with funds for equipment or living expenses.

- Donations of over £12k p.a. are made by the trust members to a variety of local, national and international charitable organisations.
- Investments are made ethically using the Charifund account.



4. Campaigning Organisations

- local campaigning organisations and political parties such as Southgate Civic Trust, Enfield Preservation Society, Hadley Wood Association, Enfield Southgate Conservative association, Welwyn Hatfield Conservative association.

5. Trade Organisations

- Active support and membership of organisations such as the British Hospitality Association, HCIMA, Hertfordshire Chamber of Commerce, North London Chamber of Commerce, Visit London, Hertfordshire Agricultural Society, Hertfordshire Business Link, British Association of Hotel Accountants, Academy of Food & Wine Service, NCCPG.



STANDARD OPERATING PROCEDURES

Objective

- To define the experience that all guests and customers should have in all key aspects of their contact with Beales.
- To specify in detail how that experience is to be delivered through detailed descriptions of the processes.
- To train staff to deliver services to the specified standards.
- To use the SOP's as a structure for day to day monitoring and assessment of performance.

It is considered important that SOP's are kept brief, where possible with visual support, so that they stay in regular use. With more complex operations, such as reception/booking through Visual One, a more detailed training manual is required.

Initial & Lasting Impressions - for all contacts

In all contacts with potential or actual guests/visitors/delegates/customers, they should be greeted cheerfully, yet respectfully. They should be addressed personally, by name where possible.

By the end of the contact, they should feel that they are valued and that their needs have been satisfied competently and willingly.

Specific SOP's will be prepared for these aspects of the operation:

1. Phone Contact, Enquiries, Bookings
2. Reception
3. Bar/lounge
4. Restaurant
5. Conference & Banqueting
6. Kitchen
7. Housekeeping
8. Grounds
9. Beauty/Spa

S.O.P. Manual



All SOP manuals to be on the staff area of the website, accessible to all, and in constant daily use in the form of checklists etc.