Outline Plan of Management

Intercontinental Hotel, Sydney
Level 32 Club Lounge

1. Introduction

1.1. Purpose

This Outline Plan of Management (PoM) serves to establish operational parameters for the refurbished Club Lounge on Level 32 of the Intercontinental Hotel, in accordance with requirements under the Environmental Planning and Assessment Act 1979 and the Liquor Act 2007.

This PoM includes criteria for the management of this space in order to mitigate any impacts associated with late-night trading at the site.

It is noteworthy that the hotel (as a whole) is managed in compliance with the relevant planning approvals and its liquor license. The parameters outlined in this PoM are specific to the Level 32 Club Lounge space, which will now be open to the public. This space will operate wholly in compliance with the existing approvals and operational framework.

1.2. Site Location

The site is located at 115-119 Macquarie Street, Sydney (refer to Figure 1). This land is formally described as Lot 40 DP 41315 and Lot 4 DP 785393.

Figure 1 – Site Location
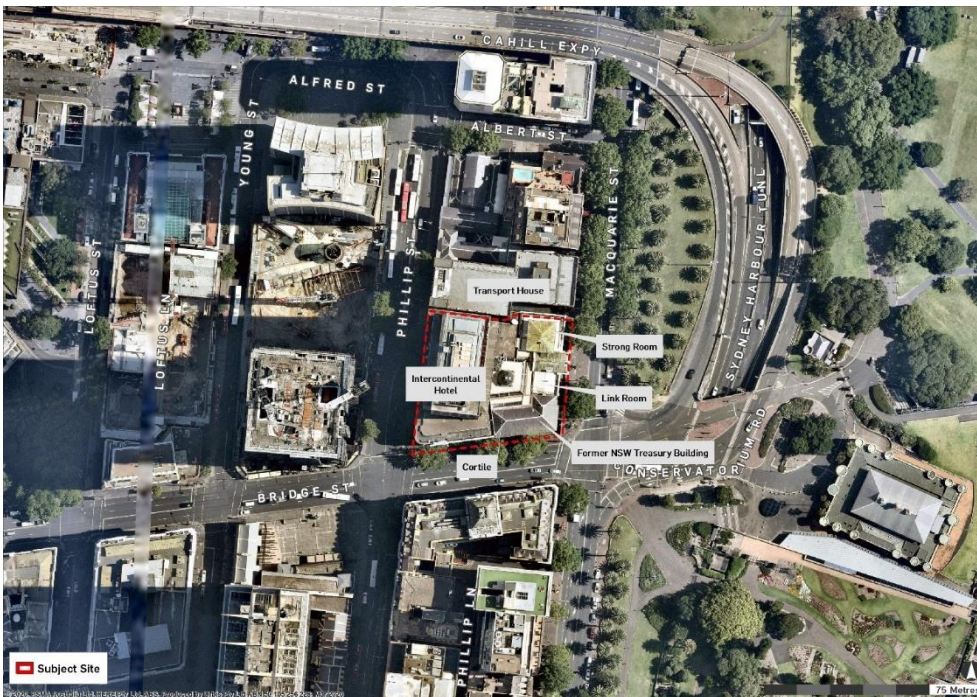
Source: Urbis

1.3. Hotel Details

The Intercontinental Hotel contains 509 guest rooms and ancillary restaurants, 2nd floor ballroom, meeting rooms, conference facilities and various ground level food and retail outlet tenancies. The hotel also includes a health club with a swimming pool on Level 31 and the Club Lounge on Level 32. At full occupancy, the Intercontinental Hotel accommodates 1,000 guests and employs 300 staff. It is anticipated that the staff count will increase by 50 as a result of the SSD-10454 works.

1.4. Premises Hours of Operation

The intercontinental Hotel currently operates 24/7 with an on-premises Liquor License. This is not proposed to change.

The Club Lounge is currently accessed via lift from Ground Level and is only open to guests of the Intercontinental Hotel (or members of the Intercontinental Hotel chain). It is proposed that this space will be opened to the public because of the refurbishment works associated with SSD-10454.

The Level 32 space itself is fully enclosed, aside from an (existing) external deck area, which can be accessed by patrons.

Because of the refurbishment works, it is intended that the Club Lounge will extend its trading hours, within the bounds of the existing liquor license, as follows:

- Monday to Thursday: 6:30am to 12 midnight.

- Friday and Saturday: 7am to 1am.

- Sunday 6:30am to 10:30pm (liquor trading from 10am to 10pm).

  Note: the external deck area will be closed at 11pm.

The capacity of this space (115 people), together with existing management protocols, are not proposed to change as part of this application.

Figure 2 – Rendered Floor Plan of Level 32 Club Lounge

Source: Woods Bagot

1.5.   Adjacent Premises & Area Activation

The Intercontinental Hotel is located close to similar and compatible land uses. The SSD-10454 works will not contribute to any adverse impacts on the operation of surrounding uses, which include:

- Royal Automobile Club (to the north).

- Sir Stamford at Circular Quay Hotel (to the north).

- AMP Quay Quarter – mixed use precinct (to the west).

- Department of Education and Lands building – to be converted to a Hotel (to the south east).

- Various commercial office buildings.

2. Plan of Management

2.1. Neighbourhood Amenity

At all times, management shall consider the amenity of neighbours and where possible, take measures to ensure that there is no adverse impact on the surrounding area.

Management will take all measures to ensure that the behaviour of patrons and staff when entering or leaving the premises does not detrimentally affect the amenity of the neighbourhood.

2.2. Operational Noise

The premises will be operated in accordance with noise conditions imposed by the NSW Department of Planning, Industry and Environment as part of the SSD-10454 approval, as well as any requirements of the relevant licensing authority. All sound emissions and noise management practices will comply with City of Sydney Council's requirements, the Protection of the Environment (Operations) Act 1997 and NSW Office of Liquor and Gaming.

Key management initiatives to minimise the impact of noise as part of this PoM during after-hours trading include:

- Staff will intervene to provide corrective advise to any patron whose behaviour is at risk of disturbing the amenity of the neighbourhood or guests. Patron's whose behaviour is extreme or repeatedly objectionable may be banned for a period determined by the Licensee.

- Staff will regularly patrol the entrance to the premises to ensure that no excessive noise is created.

- Staff will inform patrons of available local transport or call taxis for them to minimise noise and loitering during evening trade hours.

- Signage requesting patrons when leaving the premise respect the quiet enjoyment of the neighbourhood, shall be displayed at appropriate locations within the hotel.

- It is noteworthy that the Acoustic Report submitted with SSD-10454 (Acoustic Logic, July 2020, Rev 2) confirms that because there is no change to the number of patrons or activities carried out on Level 32, there will be no impact upon the existing level of noise emissions. It is also noted by Acoustic Logic that the space is significantly separated from residential receivers by distance and screening – meaning that noise emissions would be inaudible at these receivers.

2.3. Responsible Service of Alcohol

It is existing hotel policy, in addition to being a condition of the Liquor License that all laws are complied with regard to the sale and consumption of alcohol on the premises.

All relevant staff will have completed an approved Responsible Service of Alcohol (RSA) course prior to commencing employment. Management will maintain an up to date RSA Register on-site containing all certificates and will ensure that this register is made available to the Police upon request.

Hotel Management's primary responsibility is the safety and wellbeing of all customers. Hotel Management will continue to:

- Implement a policy regarding the responsible service of alcohol at the premises.

- Remove any person who is identified as being intoxicated.

- Have a dedicated RSA officer on site at all times.

- Refuse to serve or supply alcohol to any person under the age of 18 years.

- Remove any person identified as being disruptive or displaying violent behaviour.

- Seek to ensure that no harm comes to patrons as a result of the service of alcohol.

- Not serve alcohol to intoxicated patrons on the premises.

- Prevent patrons from leaving the hotel with liquor in opened containers or glasses.

- Refuse service of alcohol to any patrons showing signs of intoxication or drunkenness.

- Encourage patrons to drink responsibly and let them know they will be asked to leave if they become intoxicated, disorderly, violent or quarrelsome.

- Refuse entry to all intoxicated persons.

- Promptly and politely ask patrons to leave when they are showing signs of intoxication or drunkenness.

- Endeavour to develop a very close working relationship with the police and emergency services.

- Ensure the hotel and its employees will not engage in any liquor promotion that is likely to promote irresponsible service of alcohol.

- Not permit intoxication or any indecent, violent or quarrelsome conduct on the premises. Any person causing such disturbance shall be refused service and asked to leave the premises. Any patron whose behaviour is either extreme or repeatedly objectionable may be barred from entering the premises for a period to be determined by the licensee.

- Ensure all staff involved in the sale or supply of liquor or security must hold a valid RSA Competency Card and have it available at all times while on duty.

- Provide free tap water will be available at all times in areas where alcohol is served.

- 24 hours reception will assist all patrons in accessing safe transportation from the premises where possible.

- Ensure the availability of food consistent with the responsible service of alcohol; and

- Provide low alcohol options.

2.4. Waste Management

A Waste Management Plan has been prepared for the development with an emphasis on waste minimisation. Management principles encourage the most efficient use of resources, to reduce environmental harm, and to provide for the continual reduction of waste generation in line with the principles of Ecological Sustainable Development (ESD).

Key initiatives include:

- The establishment of at source segregation through waste management practices including consideration for:
    - Glass.
    - Co-mingled recyclables.
    - Paper and cardboard.
    - Soft Plastics.
    - Cooking oil.
    - Residual materials.

- Methodologies for the sorting, separating and storage of waste as well as transporting and disposing of waste.

- Training and induction for all staff and contractors on the site.

2.5. Waste Storage

The hotel's central waste and recycling storage facilities are located on Level 3 with dedicated rooms for storage of waste and recycling, including a bin wash area, and space for bulky goods storage. All rooms will be locked and accessible by authorised staff only and will maintain features and maintenance practices to minimise odours, deter vermin, and maintain it a user-friendly and safe area.

Recyclables and general waste will be collected and stored in colour coded bins to ensure waste streams are not inadvertently mixed. All waste storage areas and bins will be provided with clear labels and directions for use in order to maximise appropriate separation of waste streams and enhance environmental outcomes.

2.6. Waste Collection

Waste collection services for each waste stream will be provided by appropriate licensed contractors. Written evidence will be provided and held on site at all times of a valid and current contractor with a licensed collector for waste and recycling collection and disposal.

Hotel staff will be responsible for overseeing the waste management systems. The staff will be trained and informed about their responsibility to work closely with the private service provider and City of Sydney regarding the schedule for collection and presentation of bins. The staff member will be responsible for maintaining the bin store in a clean and tidy condition at all times and ensuring bins are washed regularly.

2.7. Deliveries

Deliveries and waste collection will be via the existing loading dock. Access for deliveries and waste collection will not cause any interruption to the flow of external traffic. All loading will take place wholly within the premises with no deliveries, loading or unloading occurring on the street.

Deliveries to the complex predominantly comprise food supplies and business operational requirements (laundry and the like). Deliveries will be made by light commercial vehicles and will occur via the loading dock. All deliveries and collections will be managed by hotel staff to ensure efficient vehicle movement and goods distribution.

2.8. Cleaning of the Premises and the Public Domain

Hotel Management will ensure as far as practicable that the premises are kept in a clean and tidy condition both internally and externally. Staff will be employed to clean up the internal and external areas of the building on a daily basis. This will be closely monitored by Hotel Management.

2.9. Signage

All mandatory and statutory signage will be displayed internally and at required entrances. All other external permanent signage is subject to Council and Planning approval.

No commercial signs, including banners shall be displayed on exterior of the premise without prior consent for Council. Signage in compliance with the Liquor Act 2007, including but not limited to signage required for responsible service of alcohol, together with signage requesting patrons when leaving the hotel respect the quiet and good enjoyment of the neighbourhood, shall be displayed at appropriate locations within the Hotel.

2.10. First Aid Staff Training

Hotel Management will undertake first aid training of hotel staff in order to respond to a medical incident on the premises.

In addition, security officers will be first responders to all medical incidents and will have access to and be trained in the use of key equipment including Automated External Defibrillator device and trauma kits which will be located in the complex.

2.11. WH&S

Hotel Management will ensure that the Workplace Health and Safety standards are implemented for all uses. Each use will operate in accordance with the relevant legislation and local standards, adopting strict management practices in all uses.

3. Security Management Plan

The following addresses measures to be used for ensuring adequate safety, security and crime prevention both on the site and in the public domain immediately adjacent to, and generally surrounding, the premises.

3.1. Premises Security

The hotel security team comprises of a security manager, 24/7 duty manager and security officers. Security system incorporates electronic monitoring and access control of the building through a system of proximity card readers, Closed Circuit TV (CCTV) system, intercoms, alarm system and interfaces with the lifts and the hotel room key management system. All building including vehicle entrances and public areas are monitored with CCTV.

The main hotel entrance on Philip Street is the primary point of entry/exit for hotel guests and patrons, which has a direct sight line to the hotel reception desk. Hotel guests and patrons will also have the ability to use the pedestrian entrance on the corner of Philip and Bridge street which has a direct sight line to the hotel concierge desk and alternative point of entry/exit via the Macquarie Street entrance during business hours.

Hotel staff access the premise via a dedicated staff entrance on Philip Street and is security controlled with a security passcode and finger scanner access for authorised personnel.

3.2. Illegal Drugs

Drug use will not be tolerated at any time on the premises. Management will take substance abuse very seriously. Any person selling, purchasing, using or in possession of narcotics or other illegal substances on the premises will be subject to management action, including, if necessary, contacting police.

3.3. Transport Awareness

A variety of public and private transport options are available for patrons, guests and staff from the immediate surrounds of the premises including during late night trading hours. The existing and future transport options within 500 metres of the complex include bus and light rail stops, taxi rank and train station.

In order to increase patron and staff awareness of public transport availability, Hotel Management will provide the following:

▪ Free maps of the local area and extended CBD for guests that detail current location and highlight key public transport facilities in the immediate vicinity (Circular Quay train and ferry etc.).

▪ Local bus, light rail and train timetables.

▪ Taxi booking and tracking services available 24 hours a day from reception.

3.4. General Security Procedures

Hotel Management will regularly monitor inside and outside the premises with the aim to ensure that a safe environment for patrons and staff is maintained at all times. The Hotel Security department comprises of a security manager and officers allocated on the property. Hotel Security Service Officers are trained and qualified in all relevant aspects of security including first aid, WH&S and emergency procedures.

3.5.   Door Policy and Dress Codes

Hotel Management reserves the right to refuse entry if guests:

- Do not meet the dress code requirements. These requirements will be displayed on appropriate signage as required and be available via the Hotel's website; and/or

- Are drunk and disorderly.

3.6.   Incident Register and Complaints

An Incident Report Register will be retained, and an entry completed where an incident necessitates action by an emergency service, fire brigade, police and maintenance.

The hotel will maintain and record all incidents in an incident book. Incident records will be included in the Incident Book when any incident that could cause alarm or concern to members of the public occurs. Observations as to whether or not any persons identifiable as having been patrons at the Hotel immediately prior to the incident were involved will be noted. Entries are to be made as soon as possible after such incidents and to include notes of the actions taken by the security staff.

At the end of each shift, any incidents that have occurred and the actions taken will be brought to the attention of the manager/licensee who shall ensure the details of incidents reported are recorded in the Incident Book kept by the hotel.

At all times Hotel Management will be available on site if a patron wishes to discuss or report an incident. Any complaints received will be documented and followed up by Management. In addition, an executive of the company will be informed of all incidents or complaints.

3.7.   Building Occupancy

Hotel Management will be responsible for monitoring occupancy levels at all times as indicated by the occupancy permit. Hotel Management will:

- Monitor occupancy numbers via physical count and CCTV analytics; and

- Count customer numbers for management reporting purposes.

3.8.   Crowd Management

The operation of the hotel is generally not anticipated to generate queuing or require crowd management. However, staff and security will ensure that frontages of the building are monitored to ensure that there is no unorderly queuing. Qualified security will be utilized to control all entries as necessary.

Management will reserve the right to ask any patron acting unsociably or undesirably to cease their behaviour and if required, leave the premises, failing to do so the police will be called to avoid confrontation.

3.9.   Security/Patron Intervention

If the removal of a patron(s) is deemed necessary and appropriate in the circumstances of a security patron intervention, the removal will be carried out in accordance with the Hotel's Security Operational Procedures and Directives.

The Hotel's Operational Procedures are designed to avoid or minimise the risk of injury to Security Officers, the patron and other people present.

An incident report for any notable security related incident containing all relevant details will be completed as soon as practicable after the incident. Any force used in a removal must be lawful, justifiable and proportionate. Management may also notify the Police for assistance in removing any customer from the premises if required.

3.10. Evacuation / Emergency Management Plan and Emergency Closing Plan

A comprehensive Emergency Management Plan is employed on the site which has been prepared in compliance with Australian Standards. A detailed evacuation plan is in place and is part of all new staff orientation training and it is a requirement for all staff to re-train on evacuation and emergency procedure every 6 months.

- The prime concern of Hotel Management is the total safety of patrons, staff and neighbours.

- Management maintains up to date safety procedures and equipment at all times.

- Management ensures that a current list of emergency telephone numbers are near all phones at all times and maintains an Emergency response team communication platform at all times.

- Management ensures that all staff are aware and trained in the fire safety and emergency requirements and procedures to be followed in the event of a fire or emergency at the premises.

- An appropriately qualified fire equipment maintenance contractor is contracted to provide an ongoing service to maintain all fire prevention and control of equipment at the premises and ensure all relevant Codes are complied with and any recommendations outside of the code which emphasise the safety of patrons will be implemented.

- In the event of fire alarm activation or any other emergency, hotel personnel are immediately dispatched to assess the situation. The Duty Manager will concurrently attend the Surveillance Monitors and assume the role of Chief Warden. The Chief Warden has access to CCTV, Fire and Emergency Warning Intercommunication System graphics (EWIS located in the hotel), telephone and radio.

In some circumstances it may become necessary to close the hotel, for example fire, flood, power failure, bomb scare and other major emergencies. Any emergency incidents are managed by the Chief Warden under the framework of the corporate Emergency Management Plan.

Hotel management will liaise with Police and other emergency services should there be an emergency and will deploy resources and liaise with guests if required. Approval will be sought from the General Manager prior to closing. The hotel and relocation arrangements are in place with neighbouring hotels to accommodate. In the event of a confirmed emergency a warning system is deployed and the local emergency service is automatically notified by the systems as well as communication as directed by the Chief Warden. The emergency management and evacuation plan will take effect.

3.11. Security Training

The Hotel's training has been developed in consultation with internal and external stakeholders, industry experts in health and safety, and the use of force, tactical operations and the law. The training and associated documentation is regularly reviewed and benchmarked against best practice.

Hotel Management will take the following actions to ensure the safety and security of its staff and patrons:

- Management and staff will be trained in effective communication strategies and techniques to enable personnel to diffuse potentially aggressive situations.

- Management and staff will be trained in Safety Principles which are designed to ensure that the risk profile for security, other staff and the public are effectively minimized.

- Management and staff will receive refresher training on a yearly basis to ensure all personnel are competent as well as continuing to be up to date with industry / legislative requirements.