

Plan of Management

THE OLD CLARE HOTEL

(BLOCK 3A)

26 June 2015 **(Amended 11 November 2016)**

THE OLD CLARE HOTEL

CHIPPENDALE, SYDNEY

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Introduction

Central Park is a \$2 billion mixed-use regeneration project incorporating 2,000 residential apartments, 70,000sq.m of “A Grade” commercial space, an extensive 16,000sq m retail facility, hotel and public parklands extending over a 6 hectare site. Central Park is situated within a high profile location in the Southern Precinct of the CBD with 80 million pedestrian and transport movements passing by every year. Less than 150 metres from Central Railway Station (Australia’s busiest railway station) and adjacent two of Australia’s largest Universities (Sydney University and The University of Technology, Sydney), Central Park will form a new southern gateway into the heart of the CBD

The Old Clare Hotel **site (Block 3A), within the Central Park Development,** ~~represents a unique opportunity to develop~~ **comprises** a 62 room boutique hotel with associated leisure facilities, **rooftop pool and bar, accommodating up to 150 patrons, meeting rooms,** and **three** restaurants. The buildings are located on the eastern side of the Central Park development site and are bounded by Kent Road (Carlton Street) to the west, Kensington Street (Kensington Lane) to the east, Block 3B to the south and Broadway to the north. The buildings that constitute **Bb**lock 3A are the County Clare Hotel and former Fosters Administration Building. Both buildings represent significant heritage assets and are noted as Heritage Items on the Sydney Local Environmental Plan 2005.

~~The hotel will include 62 rooms, 60 of which are located throughout the former County Administration building with 2 guest rooms located in the former County Clare Hotel. 2 restaurants will be located on the ground floor of the Administration building facing Kensington Lane, while guest rooms on the ground floor will face Carlton Street. The basement of the Administration building will contain most of the hotels back of house, services and storage areas. A rooftop leisure area and pool will be provided for hotel guests. Within the County Clare Hotel will be the hotel reception, meeting rooms and upper level restaurant.~~

Ten car parking spaces **are will be** located within the combined Blocks 2 and 5 basement situated across Carlton Street. A valet service **is will be** offered to those guests who require car parking facilities. Deliveries and servicing to the Hotel **are will be** via the loading dock positioned on the south eastern corner of the Administration building, along Kensington Lane.

~~The areas within the Hotel that have been identified as restaurants have been subject to separate Development Applications with the Authority. Separate Plans of Management are provided for the operation of these restaurants.~~

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Hotel Operator and Building Management

The Old Clare Hotel ~~is will be~~ operated by Unlisted Collection~~s~~. The General Manager ~~shall~~ ensures all on site operations and activities comply with this Plan of Management to the satisfaction of the Department of Planning and Infrastructure (DPI) and the City of Sydney Council (CofS) within the framework of the relevant ~~legislation acts of parliament~~ governing this type of accommodation.

The Old Clare Hotel ~~is shall be~~ responsible for the daily operation of the Hotel including but not limited to the following;

- ~~Appointing~~ **Employing** a General Manager, supervisors and front of house staff during hotel hours of operation to assist hotel guests, visitors and restaurant users. ~~Appointment of key personnel has concluded.~~
- ~~Appointing~~ **Employing** an after-hours duty manager to act as a hotel liaison manager to assist guests with any issues or queries that may arise during their stay. The recruitment process for these positions is ongoing.
- Maintain~~ing~~ accurate records of all guests in order to comply with relevant statutory requirements
- Monitor~~ing guests patron~~ & guest behavior throughout the Hotel.
- Carry~~ing~~ out scheduled (and if required random) property inspections both inside hotel rooms and of the common property areas throughout the building.
- Ensure~~ing~~ ongoing security of the premises, including the registration, issue and monitoring of security passes (swipe cards, keys, code pad key locks). The Front Office Manager and Building Services Manager control a two tier security process with issuing
- Ensure~~ing~~ guests are provided with a list of contact numbers for the Manager, Duty manager and other key contacts including emergency services. Each guest compendium (Located on the desk on each guest room) contains a complete and continuously updated list of contacts.
- ~~Issueing the~~ duty manager and all staff with contact numbers of Senior Management, preferred tradesmen in event of emergency maintenance, Fire Brigade, Police and local hospital. These are available on all shared drives, at the reception and in each staff members starter pack.
- Conven~~ing~~ meetings as required between the General Manager and adjacent or surrounding neighbours to address any internal or external complaints or grievances.

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Full Time Management

Full time management ~~is shall be~~ undertaken by the General Manager (GM). The General Manager ~~has shall appoint~~ a team of staff who are on call in his/~~her~~ absence. All staff are provided with a list of 24 hour/7 day a week contact numbers for the General Manager and other hotel support personnel.

During peak times the Hotel ~~is will be~~ manned by suitably qualified and experienced staff that ~~will be able to~~ assist with guest check in/out of their room, settling-in, operational, emergency and/or reservation enquiries.

All staff ~~are, and~~ will be well trained to deal with day to day operational activities. An employee handbook ~~has been~~ that will be distributed to all staff members and contractors within the hotel, ~~has been created~~ and shall be distributed to each ~~new~~ staff ~~member~~ or contractor individually before commencement of a role at the hotel.

The role of the GM (or his/~~her~~ delegate) is an important part of the management strategy for the Hotel. The GM is a senior member of staff with previous senior experience in operating this type of Hotel, ~~and will~~ **Their role** includes (but ~~is~~ not limited to) the following responsibilities):

- Monitoring building security including guest, ~~patron~~ and visitor behaviour
- Dealing with disruptive or socially unacceptable behaviour
- Reporting accidental or deliberate damage to the building/s
- Reporting any faulty building equipment or services
- Monitoring ~~that any~~ firefighting equipment ~~provided~~ **ensuring** it is not unlawfully tampered with or abused.
- Monitoring deliveries of goods to the Hotel and proper disposal of waste
- Monitoring general building cleanliness (housekeeping issues – fire & health hazards)
- Monitoring **to ensure** that the building is not used by any guests ~~or patrons~~ for any illegal activity
- Monitoring **to ensure** that no pets are kept on-site

Emergency Contact

Each guest and member of staff shall be provided with a 24 hour emergency contact telephone number for the General Manager (or his/~~her~~ delegate). In the event that a guest or member of staff calls the 24 hour emergency contact telephone number he/she can expect a prompt response (including, if applicable, repair or attendance to the issue raised) from the relevant ~~applicable~~ Manager on Duty.

Emergency numbers for the Fire Brigade, Police, Ambulance, 24 hour GP's and

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Local Hospital ~~are shall~~ also ~~be~~ provided and readily accessible to all guests and staff.

These phone numbers are displayed within the guest compendium located on the desk of each room.

Emergency & Evacuation Procedures

Each guest room within the Hotel ~~shall~~ features a colour printed emergency evacuation procedure plan fixed to the inside of each hotel room's front door. Guests and visitors ~~are therefore encouraged~~ ~~shall be instructed~~ to make themselves familiar with these procedures. The emergency evacuation plan ~~will~~ also clearly displays emergency numbers for the Fire Brigade, Police and local hospitals

The General Manager shall conduct a minimum of two (2) drills per annum to test satisfactory evacuation procedures and ensure all Guests are familiar with the evacuation procedure. These drills shall involve all guests and staff within the building. If a fire or other emergency does occur, alarm bells will ring within the building/s. This will be followed by audible instructions to evacuate. Guests will be asked to move in an orderly controlled fashion to the nearest fire stairs, exit the building and assemble for head-count in the designated assembly areas.

Critical Incident Management Protocols

In conjunction with the Human Resources and Training Manager, a process has been developed to record, investigate and resolve any critical incidents that occur within the Hotel, restaurant or leisure facilities.

Firstly, the General Manager shall promptly undertake investigation into the critical incident and register pertinent issues including, but not limited to:

- Bodily harm to persons
- Accidental damage to the property
- Malicious or intentional damage or vandalism ~~to Owners~~ property
- Criminal intention or action to person's or property.

Secondly, the General Manager shall take necessary action to remedy, resolve, prevent or prohibit further incidents occurring. A critical incident report form shall be completed for each critical incident that occurs at the Hotel. If necessary, the General Manager shall report the critical incident to authorities, including any emergency services and Police.

An Incident and near miss notification form has been established. Use of the

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form and all procedures related to completing the form are distributed to each staff member on commencement of the role.

Contactability (incl. over holiday periods)

The General Manager is in possession of a contact list ~~be for all~~ **containing details of:**

- Emergency Services
- Local Hospital
- 24 hour tradespeople
- Owner
- Other relevant support staff

The support staff and General Manager's delegates ~~are~~ **shall be** provided with a list of contact numbers for the:

- General Manager
- Emergency Services
- Local Hospital
- 24 hour tradespeople
- Owner
- Other relevant support staff

All new starters undergo an induction process and are issued with documentation such as a staff handbook that features all of the above as well as any policies and procedures that may have relevance. Beyond the physical copy issued, the documents ~~are~~ **will be** accessible online by all staff members.

The continuous accuracy of the above contact list is managed by the General Manager, the Front Office Manager as well as the Human Resources and Training Manager.

Maintenance and Cleaning Schedule

Guest rooms ~~are~~ **will be** cleaned on a daily basis by Hotel staff or hotel contracted staff. Guests ~~are~~ **will be** encouraged to contact the General Manager if they have any issue with cleanliness or other in room maintenance issues. The General Manager ~~is~~ **will be** responsible for addressing the issue as soon as possible.

The hotel's reception desk is manned 24 hours, 7 days a week to allow the rectification of any issues either directly by the General Manager or a deputy.

Communal areas, including ~~lobbies~~ **lobbies**, restaurants and leisure facilities ~~are~~ **will be** cleaned and maintained on a twice daily basis or more frequently depending on usage by guests and visitors.

The Old Clare's business model is based on a 5 star hotel experience with

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discerning clientele and therefore maintenance and cleanliness are paramount to its operation.

Deliveries, Loading and Unloading

Deliveries, couriers and waste removal are ~~proposed to be~~ loaded and unloaded from ~~the loading dock at~~ Kensington Lane. The management of these deliveries and loading ~~is will be~~ coordinated by a dedicated Purchasing and Stores Manager who is based in the loading area.

The Purchasing Manager also coordinates with restaurants and any retail tenancies in order to ensure they do not disturb the quiet enjoyment of neighbours. The frequency of deliveries to the Hotel and restaurants ~~is will be~~ determined by the level of occupancy and reservations, however deliveries ~~usually are likely to~~ occur on a daily basis. Waste collection ~~is will be~~ conducted by private waste collection services. Refer to the separate Waste Management Plan, by Arup, for details of collection and frequency.

Car Parking, Guest Arrival & Hotel Valet service

Ten car parking spaces for guests ~~are will be~~ provided for this Hotel in the adjacent Block 2 & 5 basement. ~~It is expected that m-~~ Most guests ~~will~~ arrive at the Hotel by taxi or private chauffeured vehicles. Given the proximity to Central train station and other modes of public transport, the additional pressure on the road network from guest and visitors ~~is will be~~ minimal, ~~see Traffic Report prepared by GTA in support of this Project Application.~~ Guests arriving by taxi or private chauffeured vehicles ~~will~~ typically arrive in a northbound direction along Kensington Lane and ~~are be~~ dropped off at the Hotel lobby.

Building Security & Access

Building security and access is an important consideration to the Hotel's premises.

The General Manager and his team ~~shall~~ ensure and maintain the security of the building and grounds. All entry and exit points to the ~~boutique hotel component of the building~~ building/s shall be ~~are~~ secured and only accessible by either swipe card or security registered key access. Access to back of house and service corridors ~~is will only be~~ provided to members of staff who require access to these sensitive areas. ~~Building access shall only be made available to registered Hotel guests.~~ The Front Office Manager, in cooperation of the Building Services Manager ~~will~~ registers the issue of all swipe cards and restricted keys against the corresponding guestsfile.

Any lost or stolen cards ~~are will be~~ de-activated. Guest room keys ~~are will be~~

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security registered solely to the Guest and therefore not able to be copied to other persons.

The Hotel's and reception area ~~is will be~~ situated adjacent to the front entrance door on the ground floor of the County Clare Hotel. The strategic location of the reception ~~will~~ ensures passive and active surveillance of guests and visitors in and out of the Hotel.

Patrons to and from the rooftop bar area will be monitored by staff to ensure appropriate behavior and conduct accessing and leaving the hotel, in to order minimise impacts upon guests within the hotel and upon the surrounding area. Patrons who are not registered guests of the hotel (and who are not visiting registered guests) may use the roof top bar during its operating hours, but will not be permitted to access the private guest areas of the boutique hotel.

The General Manager ~~shall~~ **records access to and within the hotel using the** CCTV cameras installed within the buildings. These cameras ~~are shall be~~ monitored via 24 hour recording equipment and are also accessible by the General Manager or the Manager on Duty/Night Manager via internet link.

All CCTV footage ~~is will be~~ stored for a minimum of 30 days and can be made accessible.

Registration of Grievances and Guest Dispute Procedure

Any tenant **or patron**, at any time, can contact the Front Office to register and discuss a grievance against another guest **or patron**, or an issue regarding the operation of the building/s. Serious grievances or complaints must be lodged in writing.

The Manager ~~shall~~ **has** established ~~ed~~ a suitable framework to record, investigate and resolve grievances, complaints or disputes.

Firstly, the Manager shall promptly undertake investigation into the grievance/complaint and talk direct to all concerned or involved parties.

Secondly, the General Manager shall convene a meeting, at a convenient time and location between all concerned parties to provide a forum to air their grievances in a controlled and monitored environment. At this meeting all parties shall be encouraged to discuss their viewpoint and consider the other's standpoint. The Manager shall attempt to resolve the grievance to the satisfaction of all parties and make a ruling within the framework of the Hotel operators' policy.

External Complaints Handling Procedure

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Any complaints received from **neighbours and persons who are not** ~~non~~ hotel guests **or patrons and neighbours** will be dealt with by the General Manager or his **/her** delegate and treated seriously. This ~~is~~ includes complaints relating to noise emanating from the hotel operation. Irrespective of the severity of the complaint, a regime of escalation will be prepared in order to ensure that if further complaints ~~we~~are received, they ~~did not~~ **manifest in to do not become** large scale problems that detrimentally impact on the Hotel operation.

Guest Behaviour – Hotel Rules

Guest **and patron** behaviour shall be monitored by the General Manager (or his **/her** delegate) **and other staff** within the framework of the Hotel house rules, operational requirements and statutory constraints

The Hotel Rules are made available to each guest **staying in the hotel** and **are also will be** available in printed format in each guest room within the guest compendium **which has been established for this purpose and will be** located on the desk within each room:

The rules ~~will~~ cover items such as:

- Check-in and check-out times
- Emergency and Management contact details
- Rules of occupancy
- Health & Safety
- Building Facilities
- Security
- Local information

Subject always to the House Rules, the following issues **are shall be** monitored and controlled by the General Manager, Front Office Manager and all Managers on Duty **with respect to guests staying at the Hotel and their visitors, as well as patrons visiting the rooftop bar:**

- Noise shall be kept to a minimum at all times. It is a requirement of this Plan of Management that tenants **and patrons** do not disturb the peace, quiet and comfort of other guests or neighbours. Any excessive noise or disturbance shall be reported to the General Manager for action.
- Smoking in any part of the building/s is strictly prohibited. This includes all rooms, indoor areas, fire stairs and entry foyers. This rule applies to every person entering the building
- The General Manager, with the assistance of his **/her** staff, will promote a responsible attitude towards the consumption of alcohol. Staff are

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required to possess a valid Responsible Service of Alcohol certificate, which is obtained during the recruitment process and the currency of which will be controlled by the Human Resources Manager.

- No person is encouraged to indulge in any form of gambling in any part of the building/s.
- Illegal drugs and substances are strictly forbidden in all parts of the Building. The General Manager will inform the appropriate authorities if guests are found possessing, dealing or using illegal drugs or substances.
- Any guests engaged in theft or vandalism will be required to immediately vacate the building/s with the appropriate authorities notified. Criminal charges may be laid.
- The Anti-Discrimination Act deems discrimination unlawful on several grounds including sex, race, age, sexual activity, impairment, religion, political belief or activity. If guests think that they have been subjected to any form of discrimination or vilification they should immediately notify the General Manager and an appropriate course of action will result. As part of an open minded international group of hotels The Old Clare Hotel actively promotes inclusion.
- Depending on the level of severity, any ~~guests~~ **patron** displaying anti-social or unacceptable behaviour shall be given a verbal warning. If such unacceptable behaviour persists, the General Manager shall reserve the right to remove the patron ~~guest or visitor~~ from the premises. **This includes boutique hotel guests, their visitors and other patrons to the rooftop bar.**

Management of Internal and External Common Areas

The General Manager will ensure that the House Rules are adhered to by all Hotel guests, **patrons** and visitors. External areas ~~will~~ have CCTV surveillance which ~~is will be~~ monitored by staff.

The external **rooftop bar and pool area** ~~common area,~~ **is to be accessible by hotel guests, their visitors, casual patrons (who are neither hotel guests or visitors) and those attending group functions held at the hotel. The rooftop bar and pool will be accessible to a maximum of 150 patrons between 7.00am and 10.00pm** by guests using an access control system and will be locked during the hours of (10pm to 8am, 7 days a week, TBC). **The purchase and consumption** of alcohol in this area is strictly **only between 12.00 midday and 10.00pm.** ~~at the discretion of the General Manager.~~ **Ultimately, the General Manager also has complete discretion over the hours that the external area can be accessed by guests and patrons, as well as the timeframe for the availability and consumption of alcohol, within the framework of the abovementioned hours.**

Noise from the use of the rooftop bar area will comply with the requirements of the acoustic assessment report prepared by WSP | Parsons Brinckerhoff:

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1. NOISE – ENTERTAINMENT VENUES

(a) The LA10, 15 minute noise level emitted from the use must not exceed the background noise level (LA90, 15 minute) in any Octave Band Centre Frequency (31.5 Hz to 8 kHz inclusive) by more than 5 dB between the hours of 7.00am and 12.00 midnight when assessed at the boundary of any affected residence.

(b) The LA10, 15 minute noise level emitted from the use must not exceed the background noise level (LA90, 15 minute) in any Octave Band Centre Frequency (31.5 Hz to 8 kHz inclusive) between the hours of 12.00 midnight and 7.00am when assessed at the boundary of any affected residence.

(c) Notwithstanding compliance with (a) and (b) above, noise from the use when assessed as an LA10, 15 minute enters any residential use through an internal to internal transmission path is not to exceed the existing LA10, 15 minute (from external sources including the use) in any Octave Band Centre Frequency (31.5 Hz to 8 kHz inclusive) when assessed within a habitable room at any affected residential use between the hours of 7.00am and 12.00 midnight. Where the LA10, 15 minute noise level is below the threshold of hearing, T_f at any Octave Band Centre Frequency as defined in Table 1 of International Standard ISO 226 : 2003 – Normal Equal-Loudness-Level Contours then the value of T_f corresponding to that Octave Band Centre Frequency shall be used instead.

(d) Notwithstanding compliance with (a), (b) and (c) above, noise from the use must not be audible within any habitable room in any residential use between the hours of 12.00 midnight and 7.00am. (e) The LA10, 15 minute noise level emitted from the use must not exceed the background noise level (LA90, 15 minute) in any Octave Band Centre Frequency (31.5 Hz to 8 kHz inclusive) by more than 3 dB when assessed indoors at any affected commercial premises.

2. The maximum allowable reverberant sound pressure level for music within the bar area should be limited to 65 dBA. The lower background music will promote use of lower vocal effort (signal to noise ratio) and thus would control the overall noise emission from the Terrace.

Internal areas, including the lobby, corridors and meeting rooms will be monitored and controlled by the General Manager to ensure all guests are afforded the opportunity to enjoy their stay at all times. Back-of-house (bike storage, waste rooms and other storage areas) will also be monitored by CCTV to ensure the safety of all guests and staff. All back of house areas will only be accessible to designated staff who hold the required level of security clearance to access these areas. Lift access throughout the building will be controlled via swipe card or security registered key access.