

HOTEL PLAN OF MANAGEMENT



**405 Pacific Highway, 5 Falcon Street & 8 Alexander Street,
Crows Nest NSW 2065**

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1. Introduction

The site at 405 Pacific Highway, 5 Falcon Street and 8 Alexander Street, Crows Nest comprises a mixed use development with 212 apartments located above three storeys of retail and hotel uses and five levels of basement. The proposed development includes 1,915sqm of retail floorspace, 3,736sqm of hotel floorspace and 18,468sqm of residential floorspace.

This Plan of Management establishes a framework for the management of on-going operations by the future hotel operator.

The Plan will be an operational guide and will be updated over time.

This Plan should be read in conjunction with the Shopping Centre Plan of Management which has been prepared specifically for the ground floor retail uses.

2. Site Details

This Plan of Management relates to the hotel use located at 405 Pacific Highway, 5 Falcon Street and 8 Alexander Street, Crows Nest. The site is situated at the corner of Falcon (north) and Pacific Highway (south-west) Streets. The site is in proximity to Royal North Shore Hospital (north-west), Cammeray Square (north-east) and St Leonards Park (south-east). The surrounding locality is characterised by predominantly medium to high-density mixed-use developments including retail and residential uses.

The site is approximately 350m / 4-minute walk from the Crows Nest Metro Station. The approved development incorporates two through site link, connecting Falcon Street to Pacific Highway and Alexander Street to Pacific Highway.

3. Aims of the Plan of Management

The objectives of the Plan of Management are to assist the future operator with the management of the hotel to ensure it is well managed at all times and to achieve the following aims:

- Provide an easy to follow document that outlines how the hotel will be managed and maintained in a manner that provides for a high standard of accommodation for all occupants.
- Ensure that management policies and procedures support the successful operation of the hotel as a responsible and responsive member of the local community.
- Ensure that all servicing of the hotel is carried out in a coordinated, safe and managed manner, with minimal disruption to the surrounding area.

- Ensure that vehicle access and traffic generation associated with the hotel has a minimal impact on the local road and parking network.
- Create an environment that is safe and non-threatening to staff, patrons and other members of the community.
- Ensure patrons and guests are served in a responsible, friendly and professional manner by trained staff.
- Ensure all employees receive training on their responsibilities and have a sound understanding of management procedures adopted by the operator with the sale and supply of alcohol.
- Minimise the impacts of the operation of the premises on hotel guests and the community and to respond to community concerns promptly and professionally.

The Plan of Management will be updated to reflect the detailed operational and management requirements of the operator once they are confirmed.

3.1. Implementation

This Plan of Management is a responsive document which will be updated to respond to changing procedures and practices. All staff and management will be provided with a copy of the Plan of Management and be briefed on the requirements as part of the employment induction process. A copy of the Plan of Management will always be available on site.

4. Proposed Operator

An operator for the hotel is yet to be confirmed. As stated above, the Plan of Management establishes a framework for the management of on-going operations by the future hotel operator.

5. Operations

5.1. Hours of Operation

The following hours of operation apply:

- The hotel will operate 24 hours a day, seven days a week; and
- Provision of potential hotel bar will operate depending on future operator and separate application.

5.2. Patron Arrival

The hotel lobby is located along the pedestrian through site link connecting Alexander Street to Pacific Highway. The lobby will be clearly identified and will always be managed by hotel staff to manage guest check in and check out.

5.3. Check In & Check Out

All guest bookings and check in/out services will be carried out in the reception area and will be tracked by a Property Management Software system used to monitor and regulate hotel bookings.

5.4. Access

5.4.1. Vehicle Access

There are two (2) car parking spaces for staff only at Basement 01. Vehicle access to these spaces is provided via Alexander Street.

5.4.2. Passenger Drop Off and Pick Up

The subject site benefits from having three frontages along the Pacific Highway, Alexander Street and Falcon Street where both 'No Stopping' and 'No Parking' zones are present. This kerb side space can be used by hotel guests travelling by taxi and ride share vehicles to arrive or depart the site. Alexander Street has multiple 'No Parking' zones or short term parking areas suitable for passenger drop off and pick up.

5.4.3. Pedestrian Access

The site is located in the Crows Nest centre and benefits from being in close proximity to the nearby metro station.

5.5. Maximum Stay

The maximum permitted length of stay for the hotel rooms is three (3) months.

5.6. Guest Security

The hotel lobby, loading dock and common areas will be monitored 24 hours per day via CCTV monitoring, as well as by trained hotel staff during business hours.

Individual, secure, lockable storage facilities will be provided within each hotel room to allow guests to individually store key travel items within the room. An additional secure baggage store area is provided near the hotel reception.

The entire development will be secured by electrical key cards restricting and controlling access for hotel guests and staff.

Access to the hotel rooms will only be available via secured electronic key cards.

5.7. Hotel Cleaning

The hotel's housekeeping and stewarding staff are responsible for the maintenance of the premises to ensure it is always in a clean and tidy state. The hotel's management will also ensure that areas surrounding the premises are monitored on a continual basis and that all fire escapes and stairways are always kept clear of obstructions.

5.8. Deliveries and Servicing

Deliveries and servicing to the hotel will occur in accordance with the following key principles:

- Deliveries of goods and services, and collection of waste and other materials is to occur via the loading dock at Basement 01 accessed from Alexander Street.
- The majority of goods delivered, as well as waste collection will occur during off-peak periods, where possible. This will limit any disturbance to guests on the premises or the amenity of the surrounding area.
- Deliveries and collection of linen/laundry should occur between the hours of 7am and 10pm, 7 days per week.
- The hotel's management are responsible for coordinating delivery and servicing times to ensure that overlapping of delivery vehicles does not occur. This could include allocation of delivery windows for specific service providers.
- Access for deliveries and waste collection will not cause any interruption to the flow of external traffic.

5.9. Staffing

The hotel will employ full time and part time staff operating in shifts. Contractors may be present on the site at any one time. The total number of full-time staff will be confirmed by the future operator.

5.10. Training Policy

It is recommended that all staff are trained to understand the relevant security measures. Staff training days should be held on a regular basis to reinforce safety and security procedures for each of the businesses. Training will ensure that in the event of a robbery, theft or anti-social behaviour, staff act in a manner to best protect themselves.

Employees will be encouraged to report any suspicious activity or persons in and around the area to the Management and / or Local Police.

It is recommended that at all times a staff member proficient and appropriately certified in first aid qualification is on duty to respond to a medical incident on the premises. Appropriate equipment such as Automated External Defibrillator devices and first aid kits will be available with staff trained in their use.

5.11. Building Design and Safety Procedures

The building has been designed to ensure the enjoyment and safety of guests. The lifts will adequately service the guests to travel between the lobby and reception, the mezzanine floor and the first floor. Fire stairs have been incorporated into the design as an alternative means of egress during an emergency. All building emergency systems will be periodically tested

including lighting and smoke detectors, sprinkler systems, and air conditioning as part of normal operational procedures.

An Emergency Management and Evacuation Plan will form part of the operation of the hotel and all staff and security will be appropriately trained in relation to administering and implementing the Plan. A range of measures have been implemented into the building to minimise the impact of noise from adjoining neighbours within the building.

5.12. Crime Prevention Through Environmental Design

The Plan of Management is consistent with the principles of Crime Prevention Through Environmental Design

(CPTED) by creating environmental and social conditions that:

- Maximise risk to offenders (increasing the likelihood of detection, challenge and apprehension);
- Maximise the effort required to commit crime (increasing the time, energy and resources required to commit crime);
- Minimise the actual and perceived benefits of crime (removing, minimising or concealing crime attractors and rewards); and
- Minimise excuse-making opportunities (removing condition that encourage/ facilitate rationalisation of inappropriate behaviour).

The safety and security issues addressed in this Plan of Management are consistent with current policies that ensure the quiet amenity of neighbouring properties is always maintained during the operation of the premises. All staff, as part of the induction process, are required to be familiar with this Plan of Management.

5.13. Noise

The hotel will be managed to minimise the potential of causing a nuisance, or an offensive noise as defined in the Protection of the Environment Operations Act 1997 to adjoining properties or the public. The hotel will be managed in accordance with the Acoustic Report prepared by Acoustic Logic dated 20 June 2025. The following measures will be implemented:

- The hotel will ensure senior management is aware of the operational consequences of the Plan of Management to ensure that it is consistently enforced.
- All staff, as part of the induction process, will be required to be familiar with this Plan of Management and will play an important part in maintaining a quiet ambience.
- Patrons of the hotel making any significant noise at sensitive times will be asked to reduce their volume and any customers behaving in an unsociable manner will be asked to moderate their behaviour.

- Additionally, the safety and security issues addressed in this Plan of Management have been devised to ensure the quiet amenity of neighbouring properties is always maintained during the operation of the premises.

Staff will be encouraged to minimise noise while on site and always report any anti-social behaviour. Reports of all noise complaints will be documented in a register and kept on site. Staff will be encouraged to ensure that customers behave in an appropriate manner whilst on the site and do not disturb the neighbourhood when exiting the premises late at night.

5.14. Waste Management

All waste will be in accordance with the Operational Waste Management Plan prepared by Elephants Foot (Revision G dated 20 June 2025). The following procedures will be undertaken in relation to waste management:

- All hotel rooms will be supplied with a collection receptacle in each room to deposit garbage and collect recyclable material suitable for one day's storage.
- Nominated staff or cleaners will collect the waste from the guests' rooms and transport the waste and recycling to the hotel bin room and place the waste and recycling into the appropriate collection bins.
- Nominated staff or cleaners will transport sorted garbage and recyclable items to the hotel bin room.
- The administration and back of house areas, lobbies, amenities, and circulation areas will be supplied with suitably branded waste and recycling bins, where considered appropriate.
- On the day of service, a private waste collection vehicle will enter the site from Alexander Street and park in the loading bay with the aid of a turntable. The building caretaker will provide the driver with access to the commercial/retail bin room. Once the bins are serviced, the collection vehicle will exit the site onto from Alexander Street in a forward direction.
- Waste collection will be undertaken by a private waste contractor on the agreed days of collection.
- Hotel management will monitor use and ensure bins are exchanged, emptied and cleaned.

6. Security Management

6.1. CCTV

The security and safety of employees and the general public are to be of top priority to the management of the premises. The hotel will have CCTV surveillance cameras in the premises in

strategic places including the building entry points, hotel lobby, loading dock and common areas. This system has automated recording technology, longer video storage capacity and video motion detection.

All cameras will operate 24 hours a day. The surveillance tapes / videos should be kept for at least one month for viewing by the police if required. Management will ensure the CCTV system is maintained and in good working order.

6.2. Lighting

External lighting will be provided around the building and building entries to enable clear vision and will be designed in such a manner to prevent concealment and shadowing. The standard of lighting will not only reduce the fear of crime in accordance with Australian lighting standards, but also serves to provide clear identification of activity using the high technology CCTV cameras proposed.

6.3. Restricted Areas

Access will be restricted particularly in relation to nominated “secure areas” such as the office and back of house areas. This will be achieved by the installation of security hardware (locks, etc.).

6.4. Signage

Clearly identifiable signage will be installed in and around the building to indicate which areas are open to guests and members of the public and which areas are restricted.

6.5. Space Management

Routine maintenance checks and reporting will be carried out by personnel employed at the hotel to ensure the property is maintained and to reduce the likelihood of crime or vandalism. Landscaping will be maintained in a manner that communicates an alert and active presence. Furthermore, robust materials are proposed to be used where possible to mitigate against potential malicious damage. Any vandalism or graffiti should be repaired and removed promptly by staff or contractors.

6.6. Guest and Patron Management for Bar Area

The following principles are recommended as part of any future detailed Plan of Management adopted by the hotel to manage individual patrons and crowds within the bar area at mezzanine level:

- All staff are to be trained with regards to the obligations, practices and procedures of the Hotel with regards to Responsible Service of Alcohol.
- The hotel does not serve liquor to intoxicated patrons. Intoxicated patrons are not allowed to remain on the premises, and due to the nature of the area, this is, and will continue to be tightly controlled by hotel management.

- The hotel refuses entry to intoxicated persons coming from other venues in order to reduce incidences.
- All staff, as part of the induction process, are fully briefed on how they should address and caution potentially inebriated or unusually vocal customers in order to minimise the likelihood of disturbing the quiet and good order of the neighbourhood.
- Customers making any noise are asked to leave quietly and quickly and any customers loitering are asked to move on.
- Additionally, the safety and security issues addressed in this Plan of Management have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises.
- Hotel employees are encouraged to assist with passive surveillance of all areas of the development. Staff will be encouraged to call their Supervisor or Manager if any difficulties arise to quickly "intercept" any potentially noisy, rowdy or abusive patrons to attempt to calm them down as much as possible as they leave

6.7. Theft

If theft occurs involving a guest, every effort must be made to assist the guest in any way possible, i.e. forms, police report, telephone calls. It is recommended that all personal information is recorded on the Incident Report Form in case any items are recovered at a future time.

Incidents involving staff members must also be documented on the Incident Report Form and any necessary policy reports must be completed. A list of all items missing must be recorded.

6.8. Antisocial Behaviour

The hotel should adopt a zero-tolerance approach to antisocial behaviour at the premises.

6.9. Complaints Handling

All staff members will undergo complaints training to ensure that they are skilled in being able to appropriately manage complaints or when they are required to be elevated to a Manager. Generally, all complaints will be dealt with by Managers.

6.10. Incidents Reporting & Complaints Register

It is recommended that a register is to be kept, which identifies any incidents that may have occurred or complaints that are worth noting. The day, time and details of the incident/complaint are to be noted within the register. A copy of the register will be made available to the Police within 48 hours upon request if requested.

The entries within the incident/complaints register will be used as a basis for the review and amendment to this plan of management as required. A review of the incident/complaints

register will be undertaken annually.

6.11. Consultation

Deicorp are committed to ongoing consultation with adjoining property owners, Police and Council to foster a better understanding of relevant operational issues that may arise at the site and would be available to be contacted to discuss potential issues as they may arise.

Ongoing review of this document may be undertaken to ensure that the Plan of Management remains relevant to the operation of the Hotel and that issues that arise can be managed into the future.