

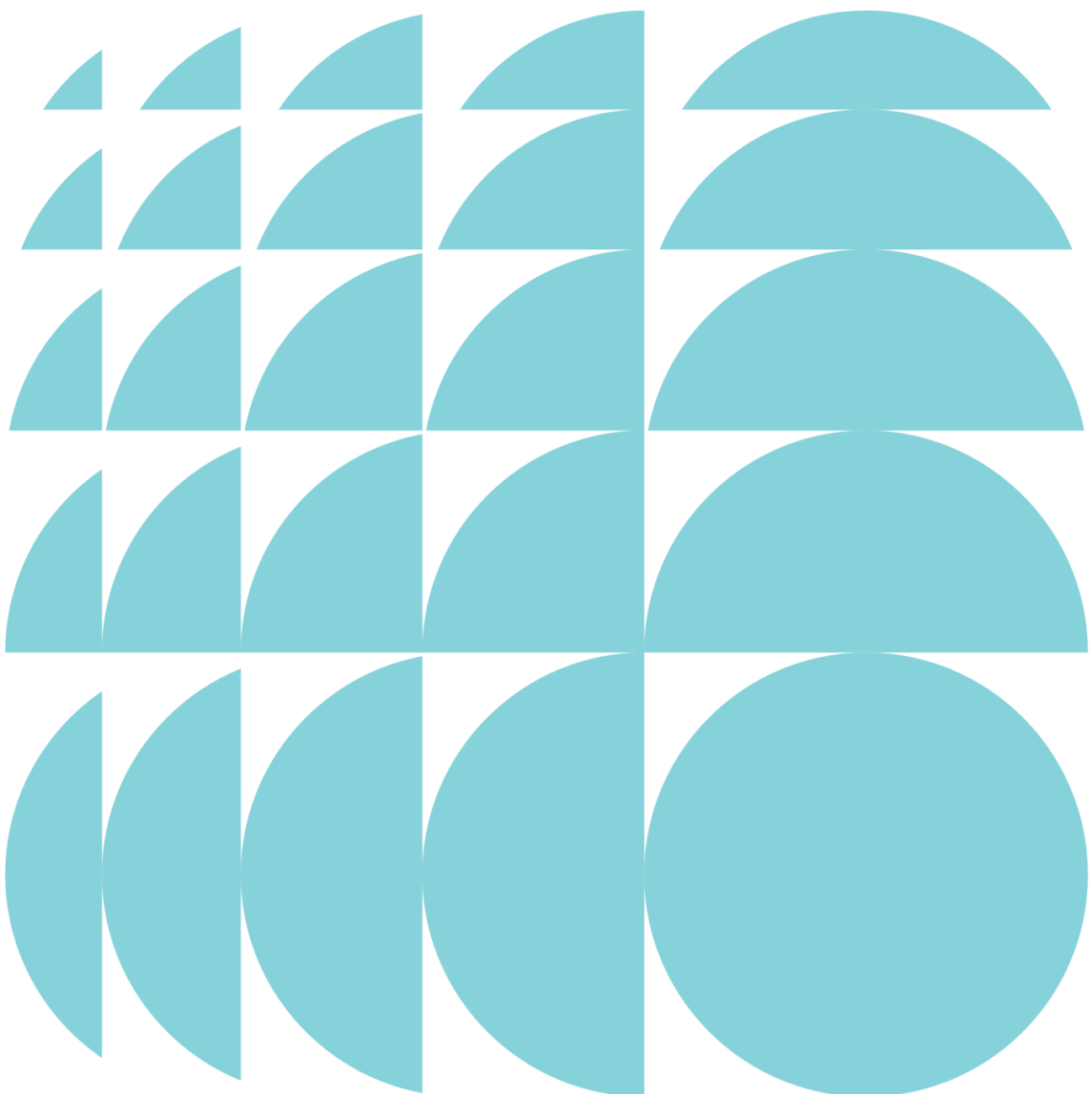
Plan of Management

The Sandstone Precinct

23-33 & 35-39 Bridge Street, Sydney
Tourist and Visitor Accommodation

Submitted to Department of Planning and Environment
On behalf of Tristar Sandstone Pty Ltd

05 December 2017 | 16009



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1.0 Introduction

1.1 Purpose

This Plan of Management (PoM) has been prepared on behalf of Tristar Sandstone Pte Ltd in support of a State significant development application (SSDA) for the adaptive reuse of 23-33 Bridge Street, Sydney (Department of Lands Building) and 35-39 Bridge Street, Sydney (Department of Education building) for tourist and visitor accommodation and ancillary uses. The buildings are collectively known as the Sandstone Precinct.

The two buildings are planned to be opened to the public in 2021 and will be operated as one world-class luxury hotel. They will comprise the following key elements.

Department of Education Building

- Guest reception and lounges;
- Farrer Place bar;
- Ground floor restaurant and lobby lounge;
- Level 5 gym, pool and spa treatment rooms;
- Approximately 192 hotel rooms; and
- Back of house support facilities.

Department of Lands Building

- Guest reception and lounges;
- Lower ground retail and restaurant;
- Level 3 guest lounge and bar;
- Level 3 gym and spa;
- External terrace;
- Approximately 61 hotel rooms; and
- Back of house support facilities.

This PoM explains how the premises will be operated to meet obligations associated with the hotel's management policies, liquor licensing requirements, the safety and security of the hotel's patrons and to minimise impacts on neighbours.

1.2 Proposed Operator

Tristar Sandstone Pty Ltd is a subsidiary of the Pontiac Land Group and is the applicant for the purposes of the SSD application.

The Agreement for Lease of the buildings from Government Property NSW (GPNSW) is held by Tristar Sandstone Pte Ltd, a Singaporean entity which is also a subsidiary of the Pontiac Land Group.

The proposed operator of the hotel is yet to be appointed and will be at the discretion of the Pontiac Land Group.

1.3 Objectives of this Plan of Management

The objectives of the PoM are to assist in the operator's aims to:

- Trade successfully and be recognised as a responsible and responsive member of the local community.
- Create an environment that is safe and non-threatening to staff, patrons and other members of the community.
- Discourage rapid or excessive consumption of alcohol.
- 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.

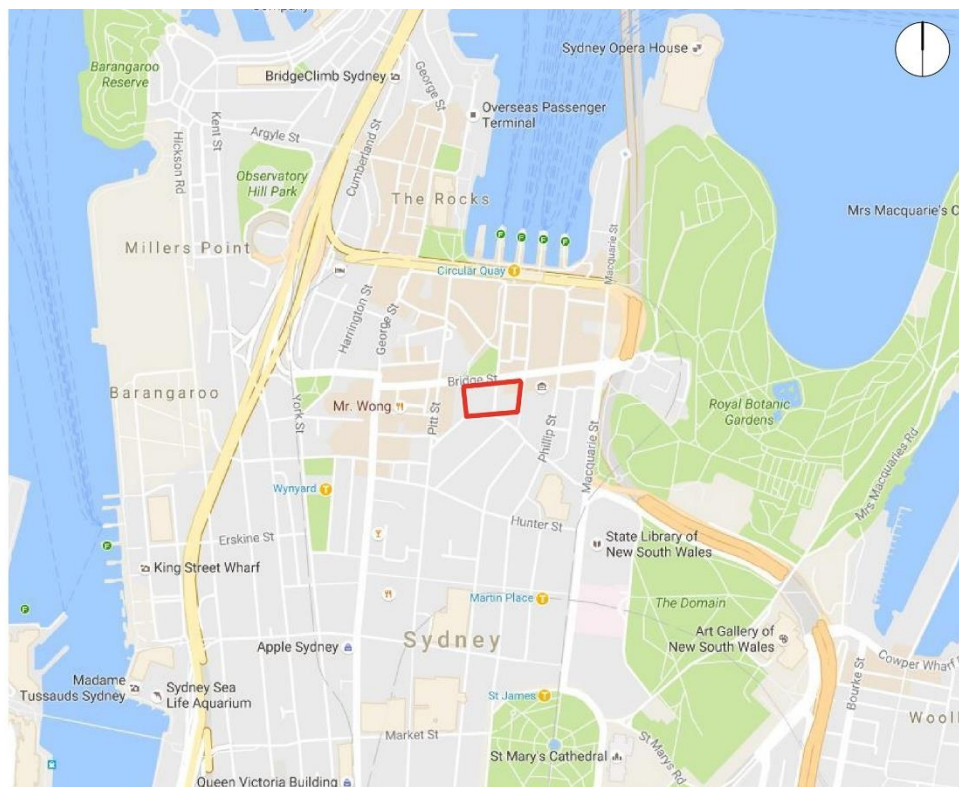
1.4 Implementation

The hotel will adhere to the following rules of operation at all times:

- comply with all regulatory approvals (refer section below);
- comply with its House Policies (Emergency and Evacuation Procedures, RSA, cash handling and the like); and
- ensure compliance with this PoM.

2.0 Site Location

The Sandstone Precinct is located at 23-33 and 35-39 Bridge Street, Sydney at the north of the Sydney CBD (refer to **Figure 1**).



 The Site

Figure 1 – Locational context map

It is situated within close walking distance to Circular Quay, Wynyard and Martin Place railway stations, and also key bus and ferry services, as well as major tourist attractions including Circular Quay, The Rocks, Sydney Harbour Bridge, Sydney Opera House and the Royal Botanic Gardens.

The site, the subject of the SSDA comprises the Department of Lands Building, the Department of Education Building and the subterranean space beneath Loftus Street.

The site is legally described as Lot 1877 in DP 8770000 and Lot 56 in DP 729620 and an aerial photograph is included at **Figure 2**.

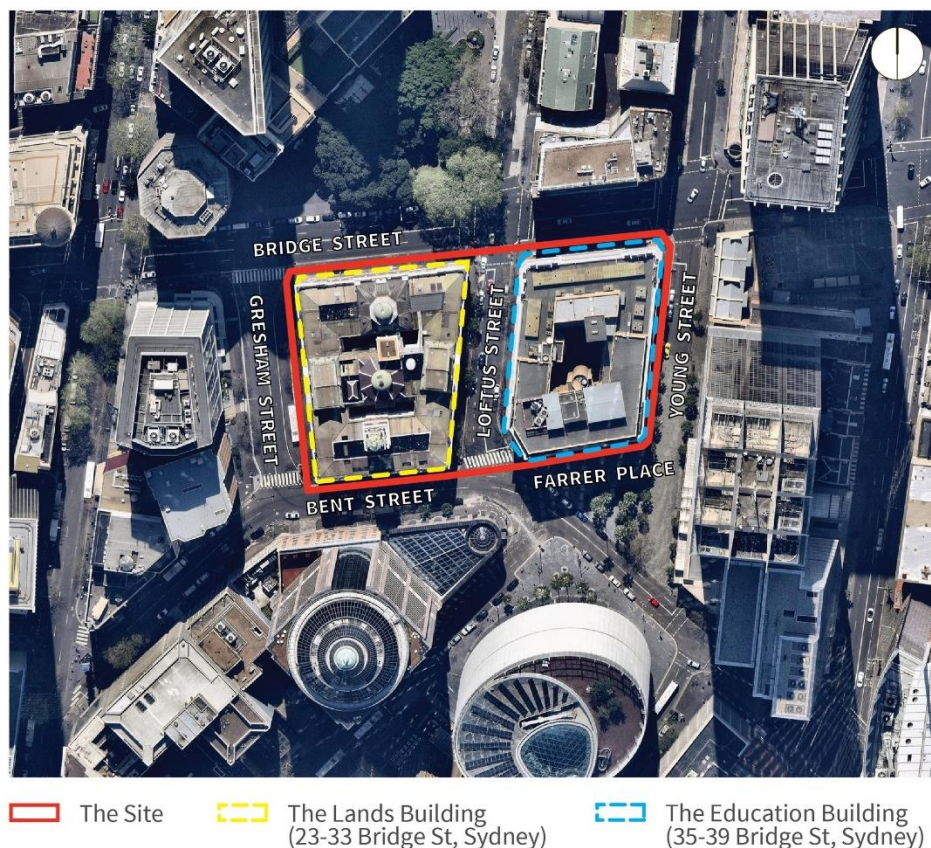


Figure 2 – Aerial photograph

3.0 Operational Management Plan

3.1 Overview

The hotel will ensure senior management is responsive to the following:

- requirements of the Police Service, in particular the Licensing Section; and
- requirements of officers of Sydney City Council, who may visit the premises from time to time in the performance of their statutory duties. They are to be afforded courtesy and issues raised by them are to be addressed in a sensible and prompt manner. Senior management are to be aware that there are amenity and other issues affecting a precinct such as the CBD and that co-operation and responsiveness are important in protecting the amenity of the area.

The hotel recognises the need to ensure the safety and security of customers, staff, residents and the greater community in which the hotel resides.

The PoM 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 conditions that encourage/ facilitate rationalisation of inappropriate behaviour).

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

3.2 Projected Hours of Operation

The following are the anticipated hours of operation:

Table 1 – Hours of Operation

Use	Location	Days of Operation	Opening	Closing
Education Building (35 – 59 Bridge Street)				
Ballroom/Event Space and kitchen	Basement 1	Monday – Sunday	6am (0600)	2am (0200)
Events/function	Lower Ground	Monday – Sunday	6am (0600)	2am (0200)
Events/function and kitchen	Ground Floor	Monday – Sunday	6am (0600)	2am (0200)
Bar (small)	Ground Floor	Monday – Sunday	12pm (1200)	2am (0200)
Bar (Reception)	Ground Floor	Monday – Sunday	6.30am (0630)	12am (0000)
Restaurant	Ground Floor	Monday – Sunday	6.30am (0630)	10.30pm (2230)
Pool/Spa	Level 5	Monday – Sunday	6.30am (0630)	10pm (2200)
Gym		Monday – Sunday	24hr	24hr
Bar	Lower Ground	Monday - Saturday	5pm (1700)	2am (0200)
Lands Building (23 – 33 Bridge Street)				
Guest Lounge	Ground to Level 2	Monday – Sunday	24hr	24hr
Guest Lounge / Breakfast/Bar	Level 3	Monday – Sunday	6.30am (0630)	12am (0000)
Meeting Room/Event Space/Gallery	Level 5 Level 6	Monday – Sunday	6.30am (0630)	10pm (2200)
Spa	Level 3	Monday – Sunday	6.30am (0630)	10pm (2200)
Gym	Level 5	Monday – Sunday	24hr	24hr
Retail and Restaurants	Lower Ground Floor	Monday – Sunday	6.30am (0630)	10.30pm (2230)

3.3 Capacity

The hotel has a maximum capacity of 1,623 patrons in the premises at one time. Tables 1 and 2 describe the patron capacity and primary use of each building and level. Patrons may be sitting or standing within the limits set below.

Table 2 – 23-33 Bridge Street (Department of Lands) - Capacity

Level	Use	Maximum Patron Number
Lower ground	Retail Restaurant Cultural space	200
Ground	Guest lounge Guest rooms	8 38
1	Guest rooms	44
2	Guest rooms	40

Level	Use	Maximum Patron Number
3	Guest lounge and breakfast bar Terrace	104 20

Table 3 – 35-59 Bridge Street (Department of Education) - Capacity

Level	Use	Maximum Patron Capacity (persons)
Basement 3	Back of House	N/A
Basement 2		
Basement 1		
Lower Ground	Banquet Space	180
	Bar	40
Upper Ground	Banquet Space	168
	Restaurant	90
	Lounge	52
Level 1	Guestrooms	50
Level 2	Guestrooms	62
Level 3	Guestrooms	62
Level 4	Guestrooms	62
Level 5	Guestrooms	30
	Fitness, Pool and Spa	45
Level 6	Guestrooms	34
Level 7	Guestrooms	34
Level 8	Guestrooms	34
Level 9	Guestrooms	16

3.4 Staff

The hotel is planned to employ approximately 300 staff in total occupying management, administrative and operational roles. There would be a maximum of 175 staff at the hotel at any one time.

3.5 Maximum Stay

The maximum permitted length of stay is 3 months.

Where accommodation is provided for more than 28 consecutive days, no more than two adults and one child are permitted per room.

3.6 Guest Security

Individual, secure, lockable storage facilities of a minimum capacity of 0.6 cubic metres per person will be provided to allow guests to individually store baggage and travel items within the sleeping room.

3.7 Public Transport

The hotel will contain maps that show the close proximity of the Circular Quay and Wynyard railway stations – and the area's transport hubs for visitors who may wish to use public transport.

3.8 Cleaning and General Servicing

The hotel's housekeeping and stewarding staff will be responsible for maintaining all premises in a clean and tidy state.

The hotel's Management will ensure that areas surrounding the premises are monitored on a continual basis and that all fire escapes and stairways are kept clear of obstructions at all times.

3.9 Staffing

All hotel food and beverage outlet staff employment will be managed in the following manner:

Recruitment policy

It will be the hotel's policy to recruit the best person possible for the job, irrespective of colour, race, sex, sexual orientation, pregnancy, physical impairment or marital status and to encourage promotion from within the restaurant.

Equal employment opportunities

The hotel will fully support the Federal, State and Local Governments' policies of equal opportunity for all persons. This policy is based on the principles of Equity and Fairness embodied in the government's anti-discrimination legislation. The objectives of this legislation are to eliminate and ensure the absence of discrimination in employment and to actively promote equal employment opportunities for minorities, men, women, and the physically impaired.

Training policy

The hotel will strive to set a high priority on the training and development of its team members, nurturing excellence in everyone. Further, it will recognise that its continued and increased success is dependent upon the provisions of trained motivated team members at all levels and in all positions.

Appraisals

Hotel Management will appraise staff annually. The purpose of these appraisals will be to provide feedback on performance and where appropriate, help improve performance. Knowledge, skills, attitude, quality and output of work, maintenance of RSA policies and procedure, grooming, and attendance will all be taken into account. Staff will have the opportunity to discuss their progress and career objectives and will also be able to make comments on the appraisal document. Written appraisal documents will in no way be intended to take the place of daily communication that will occur between staff and the Managers / Chefs. They are meant to formalise and summarise the ongoing informal communication, so there should be no surprises when appraisal time comes around.

3.10 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 following measures will be implemented:

- No entertainment of any form will be provided externally unless the appropriate approvals are sought and granted by the City of Sydney.
- No amplified entertainment provided within the internal areas will be broadcast to the external area.
- The hotel will ensure senior management is aware of the operational consequences of the PoM to ensure that it is consistently enforced.

- All staff, as part of the induction process, will be required to be familiar with this PoM and will play an important part in maintaining a quiet ambience.
- All staff, as part of the induction process, will be fully briefed on how they should address and caution potentially inebriated or unusually vocal customers in order to minimize the likelihood of disturbing the quiet and good order of the neighbourhood. All food and beverage employees are RSA licensed and practice RSA.
- Customers making any noise will be asked to leave quietly and quickly and any customers loitering will be asked to move on.
- Additionally, the safety and security issues addressed in this PoM have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises.

3.11 Waste Management

The hotel has appropriate designated internal areas for the storage of segregated wet, dry, paper and glass receptacle garbage.

Staff will empty all bins on a regular basis and will empty them in the waste areas of the hotel which will then be removed by a contracted cleaner, seven days a week. The same staff will be in charge of maintaining the premises clean and tidy, including the internal areas, toilets and kitchen, restaurant and bar areas.

The hotel management will ensure that areas surrounding the premises are monitored on a continual basis and will ensure that all fire escapes and stairways are kept clear of objects at all times.

After the completion of each business day, a complete patrol will be conducted of the immediate area surrounding the premises to ensure premises are secure and all rubbish etc. is cleared.

As per the City of Sydney Council's policy the areas will comply with Council's Policy for Waste Minimisation in New Developments 2005, which requires facilities to minimise and manage waste and the recycling generated.

4.0 Security Management Plan

4.1 Security

The security and safety of employees and the general public are highly valued by the management of the premises.

The hotel will have high quality CCTV surveillance cameras in the premises in strategic places including the building entry points / reception/ restaurant / service areas. This system will have automated recording technology, longer video storage capacity and video motion detection.

All cameras will operate 24 hours a day. The surveillance tapes / videos will be kept for at least 1 month for viewing by the Police if required. The quality of the images will satisfy Police requirements.

Management will ensure the system is maintained and in good working order. Management will ensure that the coverage is operated with due regards to the privacy and civil liberties of all persons within the development and in strict accordance with the Privacy and Personal Information Protection Act 1998.

The hotel's employees will be encouraged to assist with passive surveillance of all areas of the development and in particular the restaurant, bar and reception areas by providing efficient reporting systems for any security or safety concerns.

The standard of lighting reduces the fear of crime in accordance with Australian lighting standards and also serves to provide clear identification of activity using the high technology CCTV cameras. Any broken light fixtures and bulbs within the premises will be replaced within 24 hours.

The hotel will undertake a risk assessment analysis on a continual basis to determine the need for security personnel in the hotel.

4.2 Patron and Crowd Management

The following are the key principles adopted by the hotel to manage individual patrons and crowds:

- The hotel will not serve liquor to intoxicated patrons. As well, intoxicated patrons will not be 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 will refuse entry to intoxicated persons coming from other venues in order to reduce incidences.
- All staff, as part of the induction process, will be 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 will be asked to leave quietly and quickly and any customers loitering will be asked to move on.
- Additionally, the safety and security issues addressed in this PoM have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises.
- Hotel employees will be encouraged to assist with passive surveillance of all areas of the development by providing quick feedback for any behavioural or noise concerns with patrons as they are preparing to leave, and are leaving the premises. 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.
- Anyone loitering outside the boundaries of the area approved by the Liquor Licence will be asked to leave quietly and quickly by Management.
- All staff, as part of the induction process, will be fully briefed on how they should address and caution people who may congregate or loiter outside the boundaries of the area approved by the Liquor Licence in order to minimize the likelihood of disturbing the quiet and good order of the neighbourhood.
- Should any group of patrons become loud or aggressive, the Manager will be trained to deal with the Host directly to insist that the loud or aggressive behaviour stop immediately.
- Should any member of a group arrive or become intoxicated during their visit to the hotel's Food and Beverage Outlets, the Manager will politely but firmly inform the host that the person or persons involved are not allowed to remain in the hotel and must unfortunately leave the premises - quietly. Pressure will be put on the host to avoid any potential negative situation that could arise from such an ejection and the host will be encouraged to escort the person or persons from the property out to the street.

4.3 Responsible Service of Alcohol House Policy

The hotel will formulate a Responsible Service of Alcohol (RSA) House Policy that will cover the four main areas of RSA, being:

- Underage Drinking
- Intoxication
- Violence and Disruptive Behaviour, and
- Drink Driving

RSA training is mandatory by Law within NSW for all liquor licenses and staff who have liquor service responsibilities. A Liquor Administration Board (LAB) certificate will be obtained through accredited NSW Office of Liquor Gaming and Racing course. All staff involved in the sale and/or supply of liquor at the hotel and restaurant MUST have completed an approved Responsible Service of Alcohol course prior to commencing work.

The course is only recognized in New South Wales if it is completed in conjunction with a bridging course. The bridging course aims to bring in line interstate training with the responsible service of alcohol provisions of the NSW state liquor laws.

All staff will carry their RSA cards for viewing by the NSW Police or Department of Gaming and Racing special inspectors.

As under the Liquor Licensing Act the hotel would be liable to penalties for serving minors (under 18 years of age), the hotel will take all possible steps to avoid jeopardising the licence by refusing service of liquor to minors. Staff will be trained that if at all in doubt as to whether or not a given customer is a minor, proof of age must be insisted upon. If proof of age is not provided, in the form of a driver's licence or other official identification, liquor is not served.

Liquor will not be served to intoxicated patrons.

As well, intoxicated patrons must not be on the premises, and due to the nature of the area, this will be tightly controlled by hotel management.

As such, the hotel will refuse entry to intoxicated persons coming from other venues in order to reduce incidences such as those listed above. Staff will be encouraged to call their Supervisor or Manager if any difficulties arise.

The hotel will adopt the use of a Harm Minimization Plan of Management (HMPOM) to be used in conjunction with this PoM and its security management plan in order to reduce the risk of excessive consumption or abuse of liquor.

The hotel will be in alliance with the Liquor Industry Code of Practice for the Responsible Promotion of Alcohol Products. A copy of the Code will be displayed clearly where alcohol is served and made readily available to all members of staff involved in the sale and/or supply of alcohol.

The hotel will not promote activities that can lead to excessive consumption or abuse of liquor.

All signage required by law will be displayed prominently throughout the premises and at the point of entry.

In accordance with current legislation, management will encourage patrons to drink responsibly.

Low alcohol beer and non-alcoholic beverages will be available at all times when full strength liquor is available.

In addition, food will be made available wherever liquor is served.

All conditions of the Liquor License will be complied with.

A file note of all RSA issues and incidents will be kept by management in an RSA logbook. This logbook will serve to keep the owners and senior management both aware of all incidents as well as to be able to ascertain ongoing training deficiencies and re-training needs.

5.0 Declaration

I, of (operator) acknowledge that I agree to the terms of
and understand my obligations in relation to this Plan of Management.

Signed Date

Licensee / Manager