

# GYDE

## Plan of Management

Crows Nest Over Station Development (Site A) – Detailed SSDA 75660711  
32 Hume Street, Crows Nest.

16 April 2025

## Acknowledgment of Country



Towards Harmony by Aboriginal Artist Adam Laws

Gyde Consulting acknowledges and pays respect to Aboriginal and Torres Strait Islander peoples past, present, Traditional Custodians and Elders of this nation and the cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander people. We recognise the deep and ongoing connections to Country – the land, water and sky – and the memories, knowledge and diverse values of past and contemporary Aboriginal and Torres Strait communities.

Gyde is committed to learning from Aboriginal and Torres Strait Islander people in the work we do across the country.

### This report was prepared by:

Approver: Anna Chubb

Author: Paul Graham

Project: **Plan of Management, 32 Hume Street, Crows Nest.**

Report Version: Final

This report was reviewed by: Anna Chubb

### Disclaimer

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## 1. Introduction

This Plan of Management (POM) has been prepared to accompany a Development Application (DA) for the Crows Nest Over Station Development (Site A) 505 Pacific Highway and 32 Hume Street, Crows Nest.

The Plan of Management establishes parameters and requirements on which the proposed roof top bar (Licensed Premises) will be managed.

This Plan of Management should be read in conjunction with the following documents submitted as part of the Development Application (DA):

- Crime Prevention Through Environmental Design Report
- Acoustic and Access Impact Assessment

## 2. The Proposal

This Detailed SSDA seeks approval for the construction and operation of a residential mixed use (including affordable housing and commercial/retail components) over station development (known as Crows Nest OSD – Site A).

Crows Nest OSD – Site A will be located above and will be integrated with the Crows Nest Metro Station. The proposed development includes 2 build-to-rent towers located above the existing Crows Nest Metro Station. An additional tower, situated at the corner of Hume Street and Pacific Highway, is proposed to be affordable housing, extending down to the ground level.

The ground floor, adjacent to the metro station between grids 11 and Hume Street, will feature a mix of lobbies, retail spaces, and service areas.

Component	Proposed under Detailed SSDA
<b>Site Area</b>	3,879m <sup>2</sup>
<b>Maximum building height</b>	Proposed variable building heights: <ul style="list-style-type: none"> <li>• Tower 1: 180m RL</li> <li>• Tower 2: 180m RL</li> <li>• Tower 3 (Affordable housing): 134.75m RL</li> </ul>
<b>Proposed OSD GFA (FSR) – Residential &amp; non-residential</b>	<b>Proposed:</b> 44,608.5m <sup>2</sup> (11.5:1) comprising: <ul style="list-style-type: none"> <li>• <b>Residential total:</b> 40,312.5m<sup>2</sup> (10.39:1) comprised of:                             <ul style="list-style-type: none"> <li>○ Residential (Build-to-Rent): 35,047.63m<sup>2</sup> (9.03:1)</li> <li>○ Residential (Affordable housing): 5,264.87m<sup>2</sup> (1.36:1 or 15% of total build-to-rent GFA)</li> </ul> </li> <li>• <b>Proposed Non-Residential:</b> 4,296m<sup>2</sup> (1.11:1)</li> </ul>

<b>Uses</b>	<ul style="list-style-type: none"> <li>• Residential component:                             <ul style="list-style-type: none"> <li>○ Tower 1 and 2 - Build to rent apartments from level 4 to 25 with open outdoor space on rooftop of both towers.</li> <li>○ Tower 3 - Affordable housing apartments from Level 3 to 10 with affordable housing indoor and outdoor amenity areas on Level 11.</li> </ul> </li> <li>• Retail tenancies: located on lower ground and ground levels.</li> <li>• Gym: located on Level 1 and Level 2.</li> <li>• Residential amenity and back of house located on Mezzanine and Level 2 and Level 3.</li> <li>• Rooftop bar on Tower 1.</li> </ul>																																														
<b>Apartments and mix</b>	<p>Total 474 apartments broken down into the following configurations:</p> <table border="1"> <thead> <tr> <th rowspan="2">Beds</th> <th colspan="2">Build to Rent Apartments (% of all BTR apartments)</th> <th colspan="2">Affordable Housing (% of all AH apartments)</th> <th rowspan="2">Total (combined)</th> </tr> <tr> <th>Tower 1</th> <th>Tower 2</th> <th>Tower 3</th> <th></th> </tr> </thead> <tbody> <tr> <td>Studio</td> <td>22 (10%)</td> <td>Nil</td> <td>16 (29%)</td> <td></td> <td><b>38 (8%)</b></td> </tr> <tr> <td>1 bed</td> <td>110 (50%)</td> <td>88 (44%)</td> <td>8 (14%)</td> <td></td> <td><b>206 (43%)</b></td> </tr> <tr> <td>2 bed</td> <td>88 (40%)</td> <td>88 (40%)</td> <td>24 (43%)</td> <td></td> <td><b>200 (42%)</b></td> </tr> <tr> <td>3 bed</td> <td>Nil</td> <td>22 (12%)</td> <td>8 (14%)</td> <td></td> <td><b>30 (6%)</b></td> </tr> <tr> <td><b>Sub-Total</b></td> <td><b>220</b></td> <td><b>198</b></td> <td><b>56</b></td> <td></td> <td><b>474 (100%)</b></td> </tr> <tr> <td><b>Total</b></td> <td colspan="2"><b>418</b></td> <td><b>56</b></td> <td><b>(= 15% of total build-to-rent GFA)</b></td> <td><b>474 (100%)</b></td> </tr> </tbody> </table>	Beds	Build to Rent Apartments (% of all BTR apartments)		Affordable Housing (% of all AH apartments)		Total (combined)	Tower 1	Tower 2	Tower 3		Studio	22 (10%)	Nil	16 (29%)		<b>38 (8%)</b>	1 bed	110 (50%)	88 (44%)	8 (14%)		<b>206 (43%)</b>	2 bed	88 (40%)	88 (40%)	24 (43%)		<b>200 (42%)</b>	3 bed	Nil	22 (12%)	8 (14%)		<b>30 (6%)</b>	<b>Sub-Total</b>	<b>220</b>	<b>198</b>	<b>56</b>		<b>474 (100%)</b>	<b>Total</b>	<b>418</b>		<b>56</b>	<b>(= 15% of total build-to-rent GFA)</b>	<b>474 (100%)</b>
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<b>Access</b>	<ul style="list-style-type: none"> <li>• Loading dock (only) access off Clarke Lane - No carpark provided.</li> <li>• Retail access off Pacific Highway and Hume Street.</li> <li>• Build to rent apartment and sky lobby access off Pacific Highway.</li> <li>• Shared access to gym and affordable housing off Pacific Highway.</li> <li>• Separate rooftop bar access off Pacific Highway.</li> <li>• Separate Ground Floor Bar access off Pacific Highway.</li> </ul>																																														

## 3. Definitions Used in the Plan of Management

1. Definitions are provided from the NSW Liquor Act 2007 – Sect 4
2. "licensed premises" means the premises to which a liquor licence relates.
3. "licensee" means the holder of a licence.
4. "manager" of licensed premises means any of the following--
  - (a) a person appointed by the licensee to manage the licensed premises,
5. "responsible person" for licensed premises means any of the following--
  - (a) the licensee,
  - (b) the manager of the premises,
  - (c) an employee or agent of the licensee or manager,
  - (d) a person acting or purporting to act on behalf of the licensee or manager.
6. "standard trading period" means--
  - (a) the period from 5am to midnight (Monday – Saturday), or
  - (b) the period from 10am to 10pm (Sunday), or
  - (c) for a Sunday that falls on 24 or 31 December--from 10am to midnight, or
  - (d) if the regulations prescribe a shorter period--the shorter period.

## 4. Plan of Management Objectives

### 4.1 Objectives of the POM are:

- To ensure management policies and procedures support the successful operation of the Premises
- To outline how the Premises will be managed and maintained in a manner that provides for a high standard of quality for all residents and patrons
- To ensure all servicing of the Premises is carried out in a coordinated, safe and managed manner, with minimal disruption to the surrounding areas.
- To ensure patrons are served in a responsible, friendly and professional manner.
- To ensure all employees receive training on their responsibilities and have a sound understanding of management procedures adopted by the Licensee.
- To ensure all residents, patrons and staff exist in environment that is safe, secure and non-threatening.

- To minimise the impacts of bar and restaurant operations on residents and the surrounding community
- To ensure a prompt and professional response to concerns and incidents arising from the Premises.

## 5. The Licensee

1. The Licensee and / or appointed Manager are responsible for the implementation of this Plan of Management.
2. The Licensed Premises will operate under the supervision of Licensee and / or appointed Manager who are responsible for:
  - all operations including modes of entry and egress, plant, waste etc associated with the Licensed Premises
  - the welfare of patrons and the administration of emergency procedures
  - provision of training to all employees on all emergency procedures.
  - cleanliness of the Licensed Premises including entry and egress points
  - fire safety of the premises
  - compliance with the Plan of Management, Noise Management Plan, Emergency Management and Evacuation Plan, Security Management Plan, and updating registers and compliance with any conditions of consent.
3. Prior to the commencement of business, notification in writing and evidence must be submitted to the consent authority to ensure that the Licensee has undergone training to obtain certification or be qualified and knowledgeable in: (i) Fire evacuation procedures; (ii) Management protocol; (iii) Council requirements and conditions of consent; and (iv) First Aid.
4. The Licensee and / or appointed Manager must insist on high standards of competence and conduct from staff. The Licensee and / or appointed Manager must monitor the performance of staff closely to ensure a professional and ethical standard is maintained.
5. The Licensee and / or appointed Manager must make staff aware of established standards. It is necessary all Licensed Premises staff complete inductions before commencing duty. Specific roles, standards and duties must be defined and frequently communicated to all staff, particularly if there is a regular turnover of staff in these roles.
6. The Licensee and / or appointed Manager is to be prominently displayed at the entry / exit and common spaces.

## 6. Licensed Premises

1. The Lower Ground Floor Bar and Roof Top Bar are referred to as the 'Licensed Premises'.
2. Recommended patron numbers for the Licensed Premises are:
  - Lower Ground Floor Bar – 60

- Rooftop Bar – 250
3. Entry to the Licensed Premises will be:
    - via the Lobby on the Pacific Highway for the Lower Ground Floor Bar
    - via the Lower Ground Floor Bar Lobby on the Pacific Highway for the Roof Top Bar to the Bar Lobby on Level 3 (transition point) via the Shuttle Lift Sky, and then via the Shuttle Lift to the Roof Top Bar.

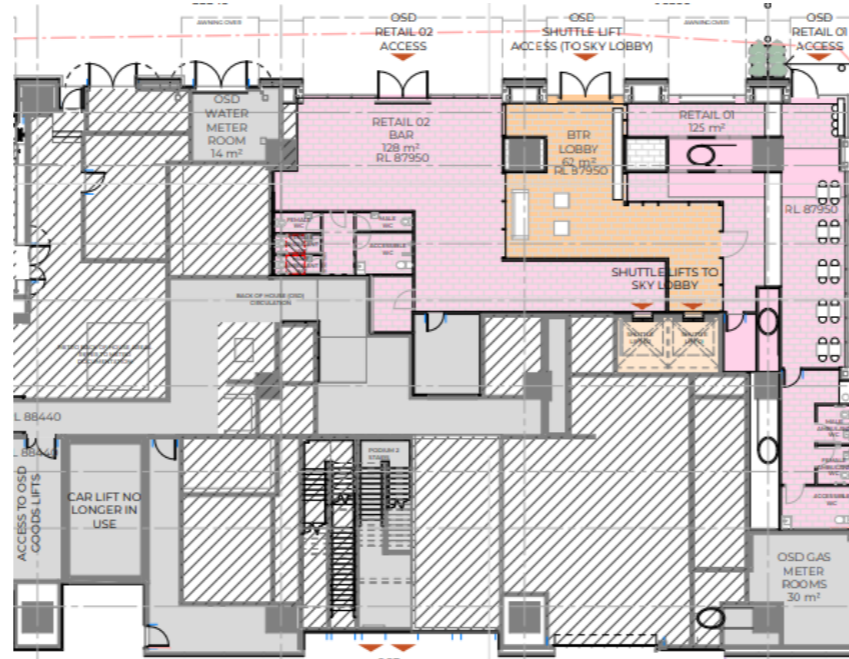


Figure 1 Proposed Licensed Premises lower ground floor. Source: Woods Bagot

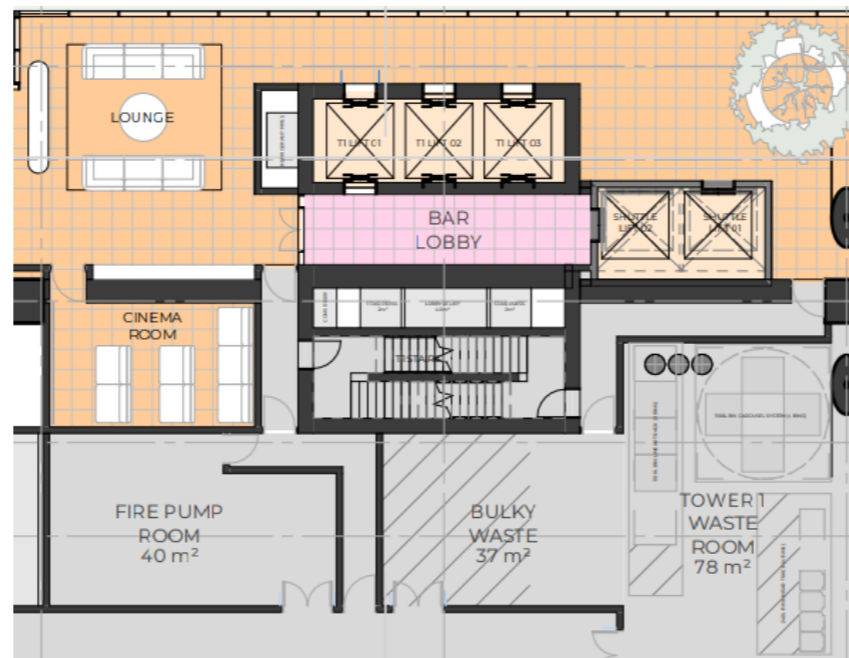


Figure 2 Level 3 Bar Lobby (transition point) and Shuttle lift. Source: Woods Bagot

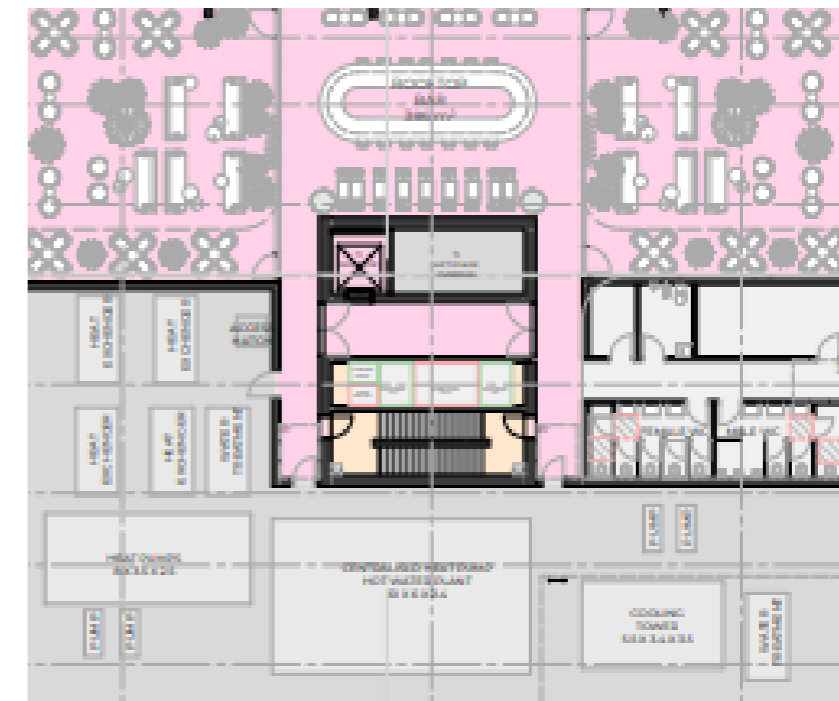


Figure 3 Proposed Licensed Premises Roof Top Bar floor plan. Source: Woods Bagot

4. The Licensed Premises is open to the public.
5. Public access to the Licensed Premises will be via a dedicated lift located in the Ground Floor Bar Lobby.
6. The Licensed Premises lift will provide access from the Ground Floor Bar Lobby to the Licensed Premises (Roof Top Bar) only.
7. Prior to operations, the Licensee will apply to NSW Liquor and Gaming for a Liquor Licence for the Licensed Premises.
8. The Licensed Premises will operate according to the 'standard trading periods' or regulations prescribed for a shorter period – the shorter period.
9. Drinking alcohol or the consumption of alcohol outside the Licensee Premises is strictly prohibited.
10. All alcohol is to be purchased on the Licensed Premises and no alcohol is to be brought onto the Licensed Premises.
11. Alcohol will be served responsibly and in accordance with the Liquor Act 2007 (the Act), the Liquor Regulation 2008 (the Regulation), the Operator's Liquor Licence and the Conditions attaching to that Licence, and this Plan.
12. The Licensee and / or appointed Manager will ensure all staff involved in the sale, service and supply of liquor hold a valid Responsible Service of Alcohol (RSA) Competency Card or Certificate (as the case may be).
13. Pursuant to Section 7 of the Liquor Act 2007 a person must not sell or serve liquor unless the person is authorised to do so by a licence.
14. It shall be the policy of the Licensee and / or appointed Manager to comply with all laws regarding the service and consumption of alcohol at the Bar. The law holds the server and the manager on duty responsible for serving alcohol to intoxicated persons and minors. The Licensee and / or appointed Manager is responsible

for adhering to all policies on alcoholic beverage service. The Operator will educate staff to help ensure the safety of customers.

15. For public safety the Licensee and / or appointed Manager must comply with all relevant clauses in the Liquor Act 2007 No 90. Failure to comply with the act is negligent and risk the public safety.
16. An Incident Register, which must be in the format approved by Liquor and Gaming NSW (register and/or approved electronic form), shall be obtained by the Operator and maintained at the bar. Details of all incidents are to be recorded in the register. Details of any action taken in response to an incident must also be recorded.
17. CCTV will be installed in the Lower Ground Floor Bar Lobby.
18. CCTV will be installed on the Level 3 Bar Lobby.
19. CCTV will be installed in the Roof Top Bar.
20. The Licensee and / or appointed Manager must arrange for the CCTV to be monitored at all times.
21. The Licensee and / or appointed Manager will assist to direct patrons leaving the bar to the nearest transport options. Contact phone numbers for local Taxi services will be displayed close to entrances and exits.
22. The Licensee and / or appointed Manager must maintain a constant presence after trade by assisting with patron exit and disbursement using plans put in place by the Licensee and / or appointed Manager.
23. The Licensee and / or appointed Manager will establish sufficient measures to ensure staff interaction with patrons is closely monitored.
24. Entry and egress points 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.
25. Noise from the Licensed Premises deemed to be interfering and impacting residents in the building or surrounding areas will be managed by the Licensee and / or appointed Manager.
26. Patrons making any significant noise at sensitive times will be asked to reduce their volume and any guests behaving in an unsociable manner will be asked to moderate their behaviour.
27. Recorded music may be part of the activities in the Licensed Premises. The Licensee and / or appointed Manager is responsible for the management of Licensee and / or appointed Manager of sound in accordance with measures identified in the Noise and Vibration Impact Assessment for the site.
28. Queuing in or outside the Lower Ground Floor Bar Lobby is strictly prohibited. The Licensee and / or appointed Manager is responsible for crowd management. If a large group arrives wishing to access the Licensed Premises, they would be required to provide a contact detail and asked to vacate the site until sufficient space arises. This would be monitored by staff throughout operating hours and, should the Licensed Premises be

full, patrons would be turned away and asked to return at an appropriate time, when space is available.

29. Smoking is not permitted in any internal areas of the Licensed Premises.
30. A 24-hour contact phone number for the Licensee must be always prominently displayed in a prominent position in the Licensed Premises and Ground Floor lift foyer.

## 7. Signage Strategy

1. The Licensee and / or appointed Manager will develop a Signage Strategy to ensure patrons reach their destinations easily, quickly and safely by providing visual cues and relevant information.
2. The Signage Strategy should, at a minimum, provide information for users to:
  - confirm they are at the correct starting point of a journey
  - reinforce they are travelling in the right direction
  - orient themselves within a building or an external space
  - understand restricted spaces
  - understand the location and any potential hazards
  - identify their destination on arrival
  - to escape to safely in an emergency.
3. Signs (statutory posters) must be placed in prominent positions (including inside the Licensed Premises, Lower Ground Floor Bar Lobby and Lifts) in places that invites patron attention.
4. Signage will be installed in and around the Licensed Premises to indicate which areas are open to patrons and which areas are restricted.
5. Signage must be displayed in the Ground Floor Bar Lobby that clearly identifies Licensed Premises Shuttle lifts.
6. Signage must be displayed in the Residential Lobby that clearly demarcates the Residential Lobby and directs Patrons to the Lower Ground Floor Bar Lobby.
7. Signage will be displayed at key points advising patrons to leave the Licensed Premises quickly and quietly and have regard for the neighbours.

## 8. General Operations

1. The Licensee and / or appointed Manager will adopt a zero-tolerance policy to anti-social behaviour.
2. The Licensee and / or appointed Manager agrees the safety of patrons and staff will be the priority in the management of the Licensed Premises.
3. The Licensee and / or appointed Manager shall take all reasonable measures to ensure the behaviour of patrons does not adversely impact the amenity of the Licensed Premises, residential dwellings or the broader neighbourhood, and that adequate

controls and policies are in place to monitor behaviour across the site.

4. The Licensee and / or appointed Manager will ensure the business operate within the confines of the Licensed Premises. The movement of patrons entering and exiting the Licensed Premises will be monitored to prevent loitering. Crowding outside the Licensed Premises is not permitted.
5. If theft occurs involving a patron, the Licensee and / or appointed Manager will take all reasonable measures to assist patrons in any way possible.
6. The Licensee and / or appointed Manager will ensure routine maintenance checks and reporting are performed at the Licensed Premises to ensure it is maintained and to reduce the likelihood of crime or vandalism.
7. The Licensee and / or appointed Manager will manage the Licensed Premises will be operated in accordance with noise conditions imposed by the local authority as part of any development approval as well as any requirements of the relevant licensing authority. All sound emissions and noise management practices will comply with North Sydney Council requirements, the Protection of the Environment (Operations) Act 1997 and NSW Office of Liquor, Gaming and Racing (OLGR).
8. To comply with NSW State Government laws limiting noise impacts on the local neighbourhood from licensed premises, the following conditions will also apply:
  - The LA10 noise level emitted from the licensed premises shall not exceed the background noise level in any Octave Band Centre Frequency (31.5 Hz to 8 kHz inclusive) by more than 5 dB between 07.00 am and 12.00 midnight at the boundary of any affected residence.
  - The LA10 noise level emitted from the licensed premises shall not exceed the background noise level in any Octave Band Centre Frequency (31.5 Hz to 8 kHz inclusive) between 12.00 midnight and 07.00 am at the boundary of any affected residence.
  - Notwithstanding compliance with the above, the noise from the licensed premises shall not be audible within any habitable room in any residential premises between the hours of 12.00 midnight and 07.00 am.
9. Where noise levels have the potential to be a source of complaints from residents, the Licensee and / or appointed Manager may use a sound level meter to monitor sound levels during the function (A noise limiter shall be installed in the function area to ensure that noise limits are not exceeded).
10. The Licensee and / or appointed Manager may introduce and maintain the following initiatives to minimise noise:
  - management and staff intervention.
  - noise limiting applications on sound systems and equipment.
  - Passive design noise barriers including screens and curtains.

11. The Licensee and / or appointed Manager will be responsible for waste management during daily operations in accordance with the Operational Waste Management Plan for the Premises.
12. Rubbish generated from all activities in the Licensed Premises will be suitably contained in the designated areas at all times. No rubbish will be stockpiled which would cause rubbish to be blown off site. All additional waste (garbage) will be removed by a private contractor so no additional use requirements are needed from the Council operated waste collection.
13. The Licensee and / or appointed Manager will encourage staff to provide passive surveillance of bar and accommodation areas (as practical) and report any suspicious activity or persons in and around the area to the Operator(s) or relevant authority.
14. The Licensee and / or appointed Manager will undertake a risk assessment analysis on a continual basis to determine the need for security personnel at the Licensed Premises.
15. The Licensee and / or appointed Manager will ensure appropriate insurance is held and current at all times.

## 9. Incident Management

1. In the event a patron is injured on the Licensed Premises, their safety shall be made a priority. An appropriate response to the event shall be made by the Licensee and / or appointed Manager or proximal staff.
2. An accurate record of any injury shall be made as soon as practicable. It is the responsibility of the Licensee and / or appointed Manager to complete an incident report for any injury to a patron. The incident report shall include the injury, how it occurred, the people involved and any additional information or statements.
3. The injury event shall be assessed by the Licensee and / or appointed Manager or delegated person, and consultation with authorities (if applicable) shall take place and a course of action be devised to prevent or remove the cause of the injury if required.
4. The Licensee and / or appointed Manager will ensure that training will include measures that articulate that in the event of a robbery,

theft or anti-social behaviour, staff acts in a manner to best protect themselves, patrons and guests.

## 10. Evacuation and Emergency Closing

1. The Licensee and / or appointed Manager will ensure that up to date safety procedures and equipment are implemented, at all times.
2. Unobstructed access shall be provided and maintained to emergency exits at all times.
3. The Licensee and / or appointed Manager will ensure that a current list of emergency telephone numbers is near all phones at all times.
4. Detailed maps of the Licensed Premises including at exit and egress points are to be placed in highly visible areas depicting emergency routes and assemble points.
5. The Licensee and / or appointed Manager will ensure staff are aware of the fire safety procedures to be followed in the event of a fire at the Licensed Premises.
6. An appropriately qualified fire equipment maintenance contractor will be contracted to provide an ongoing service to maintain all fire prevention and control of equipment at the Licensed Premises, and ensure all relevant codes are complied with and any recommendations outside the code which emphasise the safety of patrons will be implemented.

## 11. Incident Reporting

1. The Licensee and / or appointed Manager will be responsible for Incident Registers and ensure that entries are recorded when an incident occurs.
2. Incidents which must be recorded include any incident that:
  - involves violence or anti-social behaviour
  - involves violence or anti-social behaviour occurring in the immediate vicinity of the Licensed Premises which involves a person who has recently left or been refused entry

- results in a person being asked to leave the Licensed Premises under section 77 of the Liquor Act i.e., intoxication, violent, quarrelsome, smoking illegally, or using or possessing illicit drugs
  - results in a person needing medical assistance
  - involves attendance at the Licensed Premises by Police, Council staff or NSW Liquor & Gaming Compliance Inspector
  - involves the possession or use of suspected prohibited drugs/plants on the Licensed Premises
  - involves the safety of the Licensed Premises and / or patrons.
3. The Licensee and / or appointed Manager will record any incidents in the Incident Register, including details of witnesses, and any CCTV footage will be stored.

## 12. Complaint Handling

1. 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 the Licensee and / or appointed Manager. Generally, all complaints will be dealt with the Licensee and / or appointed Manager or designated staff.
2. This POM, the Development Consent, together with a Complaints Recording Log, are to be always kept at the Licensed Premises. The Complaints Recording Log is to include date, time, nature of complaint and action, and is to be made available to Police and North Sydney Council for review on their request.

## 13. Review Period

1. The Licensee will review and where required amend this POM every 12 months from receipt of Occupation Certificate.
2. Amendments to this POM resulting from reviews will be submitted to North Sydney Council for approval.
3. As a condition of consent the Licensee can request approval of any amendments to this POM without the need for a cl. 4.55 modification.