
**PLAN OF MANAGEMENT
PARRAMATTA LEAGUES CLUB HOTEL
1 EELS PLACE PARRAMATTA**



November 2018

Introduction and Background

This is a Plan of Management to accompany an Environmental Impact Statement for a State Significant Development Application for a new hotel and associated uses and works at a site known as 1 Eels Place Parramatta.

There are no specific requirements for a Plan of Management (PoM) within Parramatta Development Control Plan (DCP) 2011 nor guidelines for such plans for licensed premises within that DCP. Accordingly, the format and content of this Plan has been guided by other guidelines (as relevant) for other uses within the DCP. Regard has also been given the guidelines for Plans of Management within Sydney DCP 2012 (noting this does not apply to the premises, although is targeted to licensed premises). Regard has also been given the proposed current redevelopment of the adjoining Parramatta Stadium development. A PoM has not been specifically requested as part of the Secretary's Environmental Assessment Requirements (SEARs) although has been prepared in recognition that particularly on match days, management of the public domain and licensed premises will be important.

a) Site and Precinct Considerations

The site is on the western side of O'Connell Street, approximately 90m south of Eels Place and opposite the western termination of Ross Street. The site is currently an open carparking area (for 94 cars) and lies to the south of the existing Parramatta Leagues Club, to the north of the Parramatta Stadium redevelopment (currently under construction) and to the east of a 4-7 level carpark for 773 cars, recently completed. Part of the site includes a mature Lemon Scented Gum tree and also adjoins a former gatehouse single storey cottage fronting O'Connell Street.

The site is legally known as Lot 369 DP 752058, Lot 7054 DP 1074335, Residual Crown Plan 80-3000 (Sydney), and is variously known as 1 Parramatta Park Land, Parramatta, 1 Eels Place and 17-19 O'Connell Street, Parramatta.

The site is owned by Parramatta Park Trust and is under an exclusive lease by Parramatta Leagues Club. The site has an area of approximately 3,500sqm (source: HASSELL).

The nearest residential uses are a residential (convent) component of Our Lady of Mercy College, to the east of the site across O'Connell Street and residential uses along Eels Place and Northcott Lane to the north-west. To the north-west, across Eels Place (being a western extension of Grose Street) is the Northcott site, a not-for-profit disability access provider. To the east of that facility is a carpark owned by the Leagues Club and buildings containing residential uses fronting Eels Place and Northcott Lane.

Surrounding development is mixed, although is dominated by recreational, sporting and entertainment uses in and around Parramatta Stadium and Parramatta Park and the Leagues Club building itself. Old Government House is located further to the south, across Parramatta River, approximately 700m from the site.



Figure 1 and 2 – Site and surrounds

Source: Google Earth



To the south of the site is Parramatta Stadium and former Parramatta Council outdoor swimming pool (demolished in 2016/2017). This has received a Stage 1 State Significant Development approval on 7 December 2016 by the Minister for Planning. This was a Concept Proposal, including building envelopes, 500 surface car parking spaces and ancillary works and detailed works for remediation and staged demolition. These works are underway. This also included a conceptual envelope of a 20000sqm commercial building fronting O'Connell Street to the immediate south of the site, at a height generally equating to the existing Leagues Club Building.

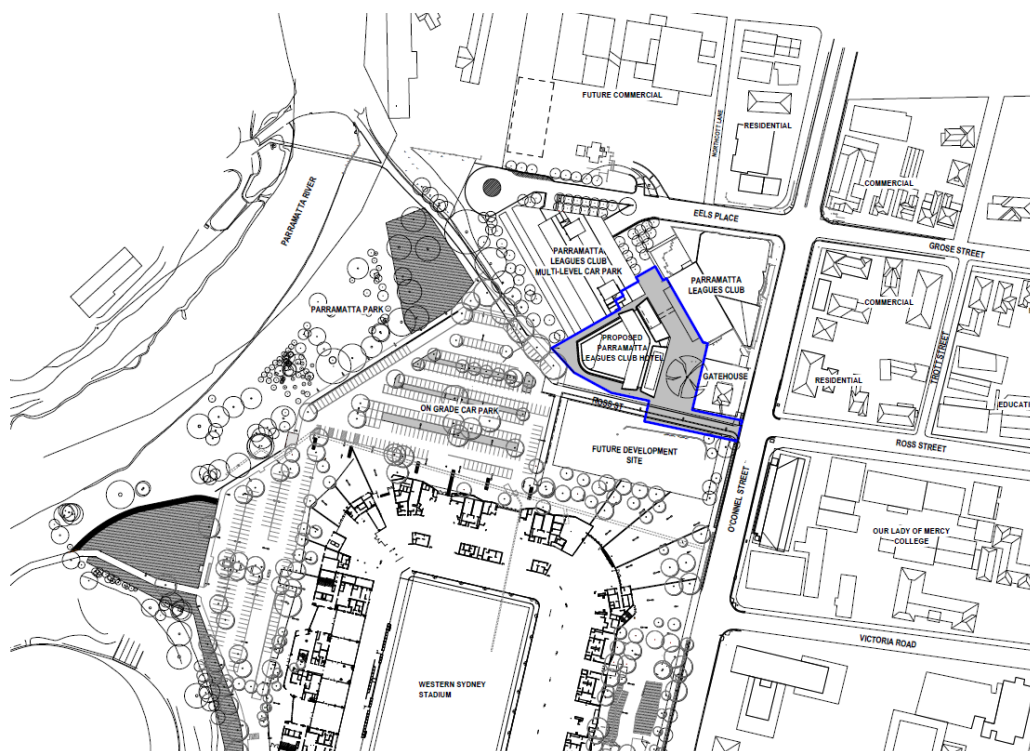


Figure 3– Site and Context (HASSELL)

A Stage 2 DA has recently been approved for the stadium design and ancillary works and uses to the Stadium (approved on 31 August 2017, SSD 8175). This DA approval did not include details of the building within the approved 20000sqm commercial building envelope to the immediate south of the site, which will be subject to a separate DA. Works on the new stadium are nearing completion and are expected to be completed in March 2019.

The Stage 2 DA for the Stadium site (landscape plan) shows the following site layout for the building and surrounding public domain:

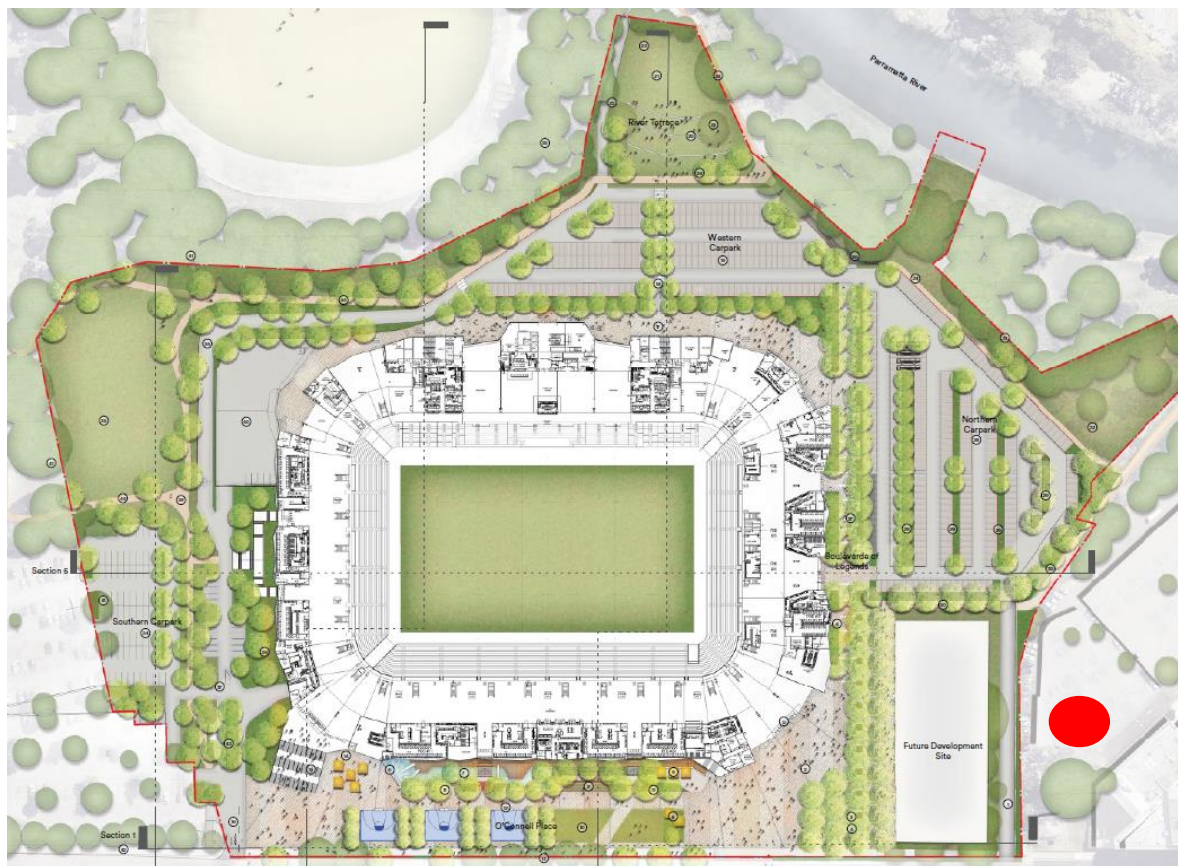


Figure 4– Adjoining Stadium relative to proposed hotel (source: Aspect, DPE website)

The public domain and visual interface with the adjoining Stadium is shown in the following plan:

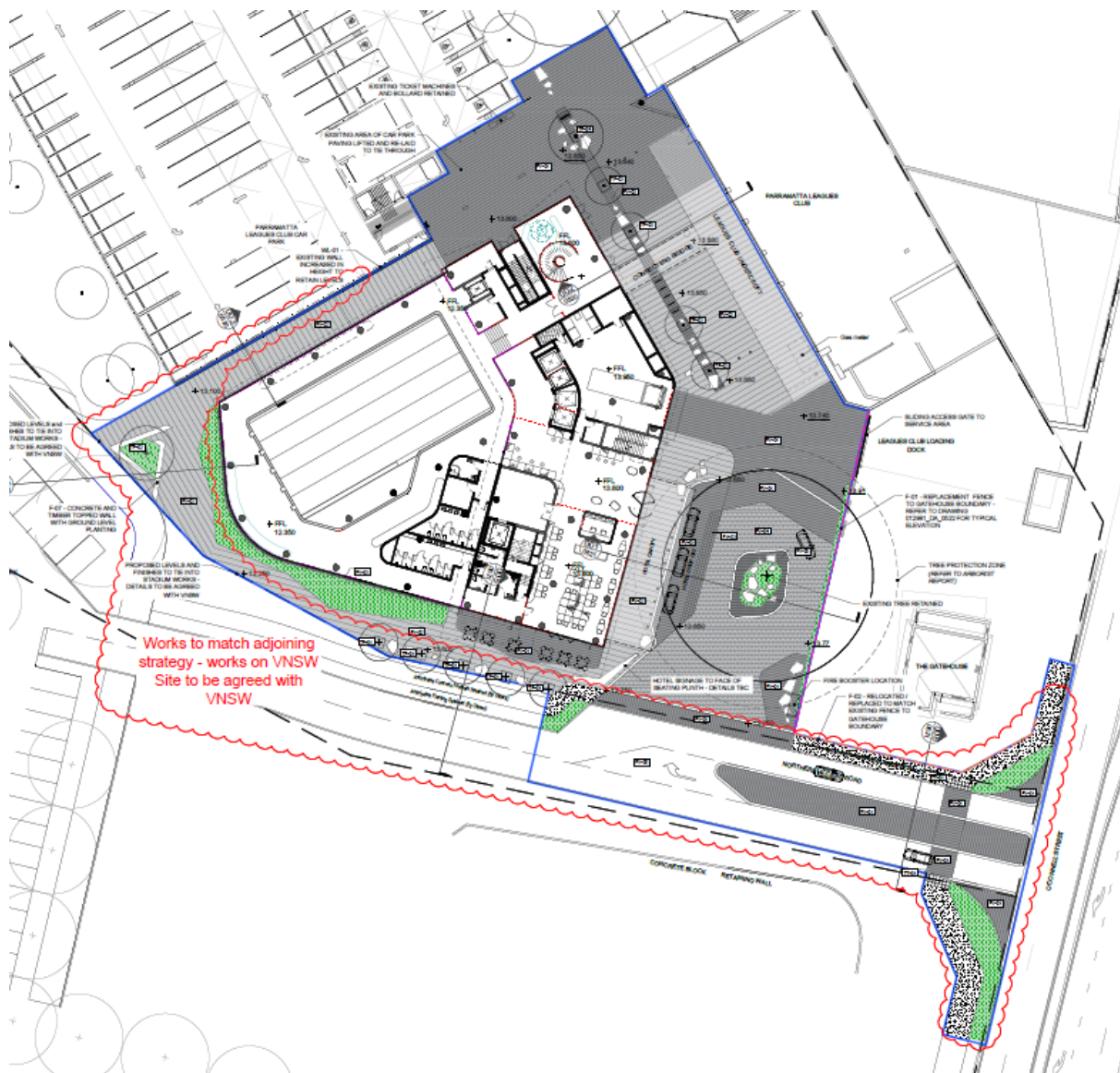


Figure 5– Public domain, proposed hotel (source: HASSELL)

The submitted draft Operational Management Plan for the Stadium redevelopment showed the key entry locations as below:

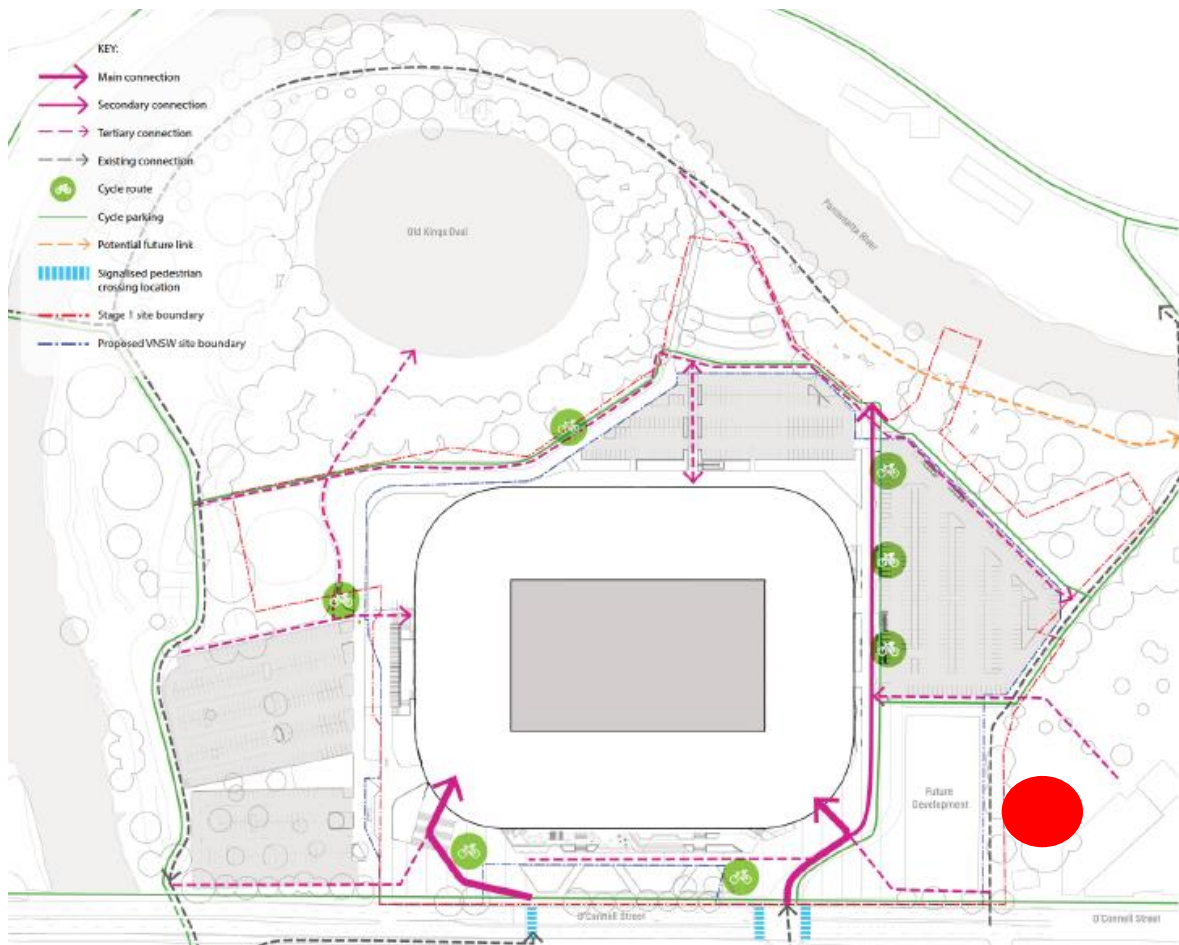


Figure 6 – Stadium Operational Mode (source: JBA/Venues NSW, DPE website)

The following maximum capacities are anticipated at the adjoining Stadium:

- Rugby League, Rugby Union, Soccer: 30,000
- Concerts: 40,000

The final operating procedures are expected to be settled upon commencement (source: Operational Plan of Management, Stage 2 approved Stadium DA, Response to submissions).

To the north and north-west of the site, is the area known as the Parramatta North Urban Transformation Precinct (PNUT), which has included detailed work by UrbanGrowth NSW. This area has resulted in rezoning of land and new planning controls (increased height and FSR etc.) within Parramatta LEP 2011, with associated detailed controls in a Development Control Plan for the Precinct.

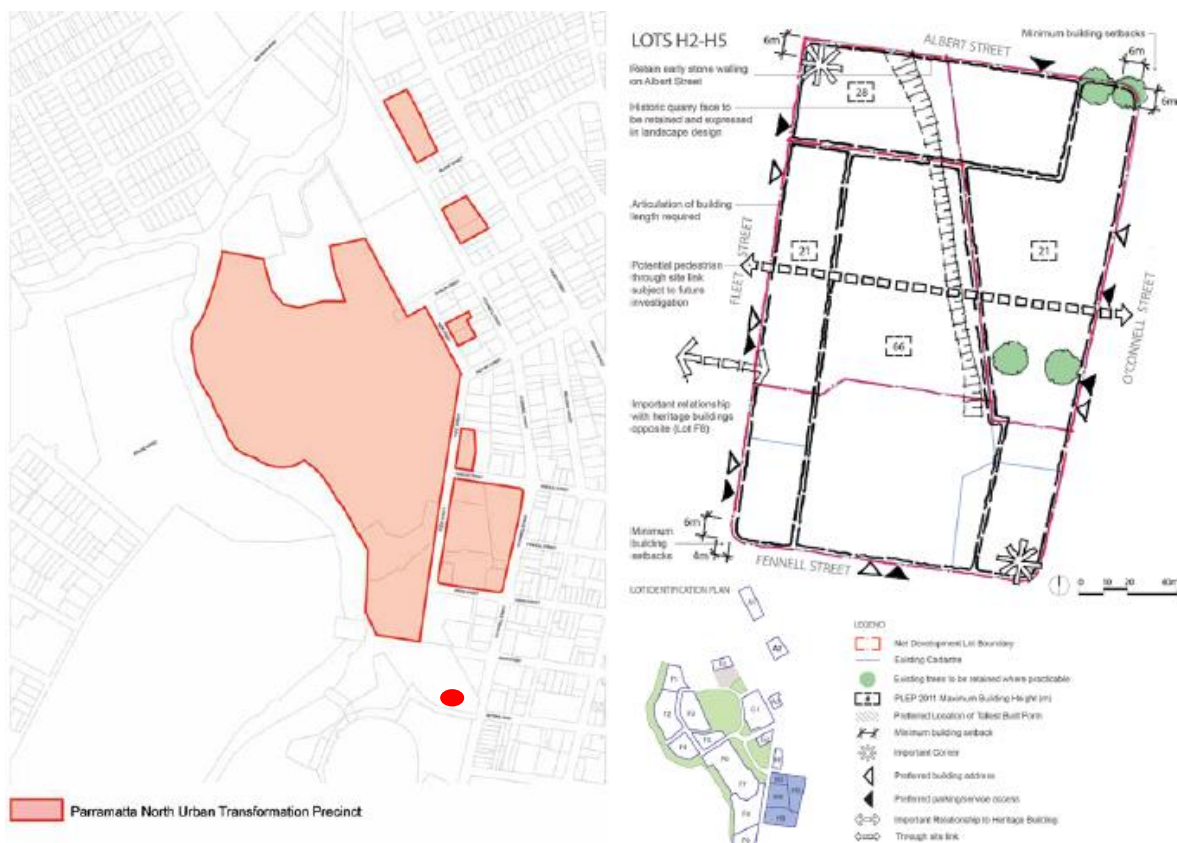


Figure 7 – PNUT Precinct (PDCP 2011 extract) and block two to the north

The following provisions seek to establish the operational framework for the hotel and associated uses.

b) Nature of the Licensed Facility and Components

The overall components and management of the proposed hotel is outlined below:

Hotel:

The hotel is intended to be run and managed by the Parramatta Leagues Club (PLC). However, this will obviously be reviewed over time, and if not the PLC, the entity will report to PLC.

The hotel will work closely with Venues NSW, Parramatta Park Trust, Tourism NSW and Parramatta City Council to ensure the intended market targeting of teams and groups, both supporting the use of the adjoining Stadium, Park and wider area, is maximised and realised. Such use is likely to give rise to increased use of the Stadium, which, like other Stadia, is generally underutilised as major social, sporting and cultural assets,

The hotel will be licensed (on-license), typical of hotels.

Pool/Fitness and Wellness Centre

The pool, fitness and wellness uses in the podium of the building support the hotel. Having an asset/attractor of a large and well-equipped gym, pool and wellness uses aids in the attractiveness of the hotel, particularly supporting groups, teams and corporations, where healthy living and fitness supports the welfare of groups and teams.

The pool, fitness and wellness centre is anticipated to be managed by the hotel. The use of the areas will be governed by the following priority (in order); the hotel guests; Parramatta Leagues Club members; and the wider public

The fitness and wellness uses will not be licensed.

Ground Level Café

The ground level café will be licensed (on-license), and this would extend to any adjoining outdoor seating area. The café supports the hotel although would be open to others (like other cafes on the ground floor of hotels). This will also help activate the ground floor, lobby and Parramatta Park entry, to support and augment the use and enjoyment of those using the Park and Stadium.

Function Room

The function room will be used with priority given to (in order); the hotel guests; Parramatta Leagues Club and members; and the wider public. Use and bookings would be co-ordinated through Parramatta Leagues Club.

The function room and associated adjoining immediate outdoor terrace area and ancillary pre-function and rooms will be licensed (on-license).

Roof Bar/conference Areas

Like the lower function room, this will be used with priority given to (in order); the hotel guests; Parramatta Leagues Club members; and the wider public. Use and bookings would be co-ordinated through Parramatta Leagues Club.

The roof bar and associated adjoining immediate outdoor terrace and conference area will be licensed (on-license).

c) Game Day Management

Game day management will be settled upon redevelopment and review, post-construction of the Stadium, by Parramatta Leagues Club, in consultation with Venues NSW, Parramatta Park Trust, key sporting bodies using the Stadium venue, NSW Police Service, RMS, TfNSW and Council.

The aim will be to ensure efficient and safe use of the precinct, with appropriate access, surveillance and security.

d) Operating/Trading hours of the premises:

1. The hotel will operate 24 hours a day, 7 days a week.

2. The function room will operate from 7am until Midnight Sundays to Wednesdays and until 2am following Thursday to Saturday nights.
3. The café will operate from 6am-midnight, 7 days a week.
4. The pool, fitness and wellness centre will operate from 6am-midnight, 7 days a week.

e) *Staff employed on premises and Capacity:*

5. The Staffing levels for the hotel and fitness uses is expected to be approximately 150 FTE, in a range of positions.
6. All staff serving alcohol (and frontline staff) are required to hold current NSW approved Responsible Service of Alcohol (RSA) certificates.
7. The capacity of the hotel, assuming 85% and an average of 1.5 people per room, would be around 267 people.
8. The capacity of the pool area is expected to be up to approximately 50 people.
9. The capacity of the function centre would be up to 500 people (1 per sqm)
10. It is very unlikely all spaces would be at capacity at one time.

f) *Steps that will be taken to manage patron behaviour on the amenity of the area:*

11. The proprietors recognise that the management of people leaving the premises is an important issue in terms of minimising impacts on the surrounding community.
12. Management and staff will regularly monitor inside and outside the premises (particularly the immediate surrounds) with an aim to prevent patrons loitering in the area as well as taking action to minimise noise and anti-social behaviour.
13. It will be the responsibility of the managers and staff to manage patron behaviour whilst leaving the venue.
14. The porte-cochere will be managed by hotel staff and will monitor people in the public domain in the vicinity of the hotel. These staff will also monitor the safe movement of larger vehicles and pedestrian use of the porte-cochere at the same time.
15. Information regarding public transport and taxi services will be available to customers.
16. Booking of taxis or a ride-share facility will occur by staff on request and when it is necessary for management of patrons or those denied entry.
17. Management will deal with any complaints received in a sympathetic manner and fully address any reasonable concerns of persons in the area or other third parties without the involvement of the Council or the New South Police, where possible.
18. Light-weight furniture will be avoided in outdoor areas due to wind impacts, while outdoor furniture will be removed at the close of operating hours for the café and function room.

g) *Measures that will be taken to minimise internal and external noise impacts to the neighbourhood and Security Measures:*

It is noted that the premises does not immediately adjoin residential properties, although there are residential properties in the wider area. A professional and expert Noise Assessment has been undertaken (by JHA Engineers) and lodged with the DA.

The following measures are proposed in order to minimise noise impacts associated with the proposed use of the premises as a licensed restaurant:

19. No amplified music will be played in any outdoor area, able to be audible at any residential premises.
20. A professional and expert acoustic assessment will be submitted with the Development Application.
21. The premises will abide by all recommendations of an acoustic assessment and any conditions of development approval and licensing from Liquor & Gaming NSW (or successor in title).
22. Compliance with conditions of development consent relating to use of the premises (relating to both plant/equipment and patrons).
23. Provision of at least one staff member outside of the premises during busy periods and particularly around closing time to ensure that patrons do not congregate outside of the premises and that they move in an orderly and quiet manner.
24. Adoption of this Plan of Management and House Policy (Attachment 1) to minimise noise impacts.
25. Management and staff will take all reasonable steps to ensure that the behaviour of patrons entering and leaving the premises and whilst at the premises, does not detrimentally affect the amenity of the neighbourhood.
26. Patrons who are being overly noisy will be asked by staff to quieten down, or advised that they may be asked to leave.
27. Security provision on game days will be discussed and negotiated with NSW Police and Venues NSW.
28. Management will implement practices relating to the management of large groups attending the premises to minimise the potential for adverse impacts.
29. It is not expected that patrons will queue to enter the premises, due to the design and layout of the premises.
30. At closing time staff will ensure that patrons leave the premises quickly and quietly and do not congregate in the immediate vicinity of the premises.
31. A CCTV system will be installed on the building with coverage of public areas excluding the toilets, and in strategic locations.

h) Methods for controlling and managing crowds and emergency evacuation:

32. Game day management will be settled upon redevelopment and review, post-construction of the Stadium, with Venues NSW, key sporting bodies using the Venue, NSW Police, RMS, TfNSW and Council.
33. Bookings will be taken and ensure there is a "spread" of customer attendance and demand and that food areas are able to meet demand.
34. People enquiring about the location will be advised of public transport and other options available to the premises.
35. The following plans will be put in place in case of any emergency of evacuation required:

- a. Procedures of any governing authorised authority(s) will be followed in times of extreme emergency;
- b. All staff will be aware of emergency exists and safe refuge areas for gathering near the premises;
- c. Procedures for responding to bomb threats or other emergencies will be placed in a prominent area used by staff;
- d. All required Fire Safety Certificates and emergency equipment will be held and maintained on site;
- e. A first aid kit and fire-fighting equipment will be provided in an accessible place(s) for staff;
- f. The most senior manager will take responsible for communication with other staff and customers regarding safe evacuation.

i) *House Policy and measures taken to minimise harm associated with alcohol consumption:*

- 36. All staff serving alcohol and frontline staff will be trained on the responsible service of alcohol and will all be responsible for monitoring patrons to ensure there is no unruly or drunken behaviour. Such staff will hold current relevant licenses from Liquor & Gaming NSW (or successor in title).
- 37. Refer document attached for the House Policy (Attachment 1).

j) *Management of waste:*

- 38. General, organics and recyclable waste bins are provided for the removal of litter.
- 39. Waste is to be minimised by separation of trade waste and putrescible waste, with bottles, cardboard, paper and aluminium being collected by a recognised contractor. All trade and putrescible waste will be stored on site at all times and not in any public area.
- 40. A Waste Management Plan will be lodged with the DA for the use and works.
- 41. The removal of all waste and recyclable materials off-site shall be undertaken by a registered and licensed contractor.
- 42. Management shall use its best endeavours to ensure that deliveries to the premises are made between 7am and 10pm on weekdays or Saturdays and between 8am and 9pm on Sundays and Public Holidays (or otherwise in accordance with any hours specified in any development consent).
- 43. Deliveries occur via building parking/loading areas.

k) *When and how the site will be cleaned and/or serviced?*

- 44. The hotel will employ cleaning staff and ancillary areas may be cleaned by licensed contractors, to ensure the premises is always appropriately clean for use.
- 45. The premises will be kept in a clean state at all times.
- 46. Cleaning includes the building and the site.
- 47. All graffiti on the building will be removed within 48 hours.

Amendment to this Plan

If, in circumstances where experience shows that it is reasonable or desirable to modify any provision of this plan for the better management of the premises, that modification shall be made to the plan and a copy provided to NSW Department of Planning and Environment.

ATTACHMENT 1 - HOUSE POLICY

- Educate staff in respect of Responsible Service of Alcohol and this House Policy.
- Prevent underage drinking by requiring that proof of age be provided.
- It is an offence to sell or supply liquor to minors. It is the responsibility of every staff member to ensure liquor is not sold to minors. Patrons suspected of being under 18 years of age are to be asked to provide approved documentary proof of age, being:
 - Current driver's licence;
 - RTA 'Proof of Age' card;
 - Current Passport; or
 - Any other form of ID approved by the NSW Director of the Liquor and Gaming NSW.
- It is an offence to sell liquor to any person who is intoxicated. The Liquor Act 2007 (NSW) states that a person is intoxicated if the person's speech, balance, co-ordination or behaviour is noticeably affected as a result of the consumption of liquor or drugs.
- Management and staff are to ensure that intoxication is prevented by:
 - Providing low and non-alcoholic beverages at all times;
 - Refusal of service to patrons showing signs of intoxication;
 - Not allowing intoxicated persons to enter the premises or remain on the licensed premises;
 - Assisting with locating appropriate transport options where necessary.
- Prevent Intoxication by recognising the signs of intoxication and refusing service to patrons displaying such signs. Any person who is deemed intoxicated is to be denied entry to the premises.
- Discourage drink driving by making known safe transport options such as trains, buses and taxis (and provide a bus on busier nights).
- On closing, all patrons will be asked to leave the premises quietly, having regard to neighbours.
- Full strength liquor will be available. However, low alcohol beer and non-alcoholic beverages are to be available at all times.
- Free water will be available to customers.
- No promotions will be conducted which could result in binge drinking or excessive consumption.
- Staff will seek to identify and prevent disruptive and/or anti-social behaviour.
- Management and staff are not to allow disruptive, violent or anti-social behaviour to occur on or in the vicinity of the premises by patrons having been in attendance at the premises.
- Management and staff are to ensure this is prevented by:
 - Not tolerating any conduct or behaviour which a reasonable person would consider undesirable.
 - Identifying potential problems and taking steps to alert senior staff/security and preventing them from escalating.