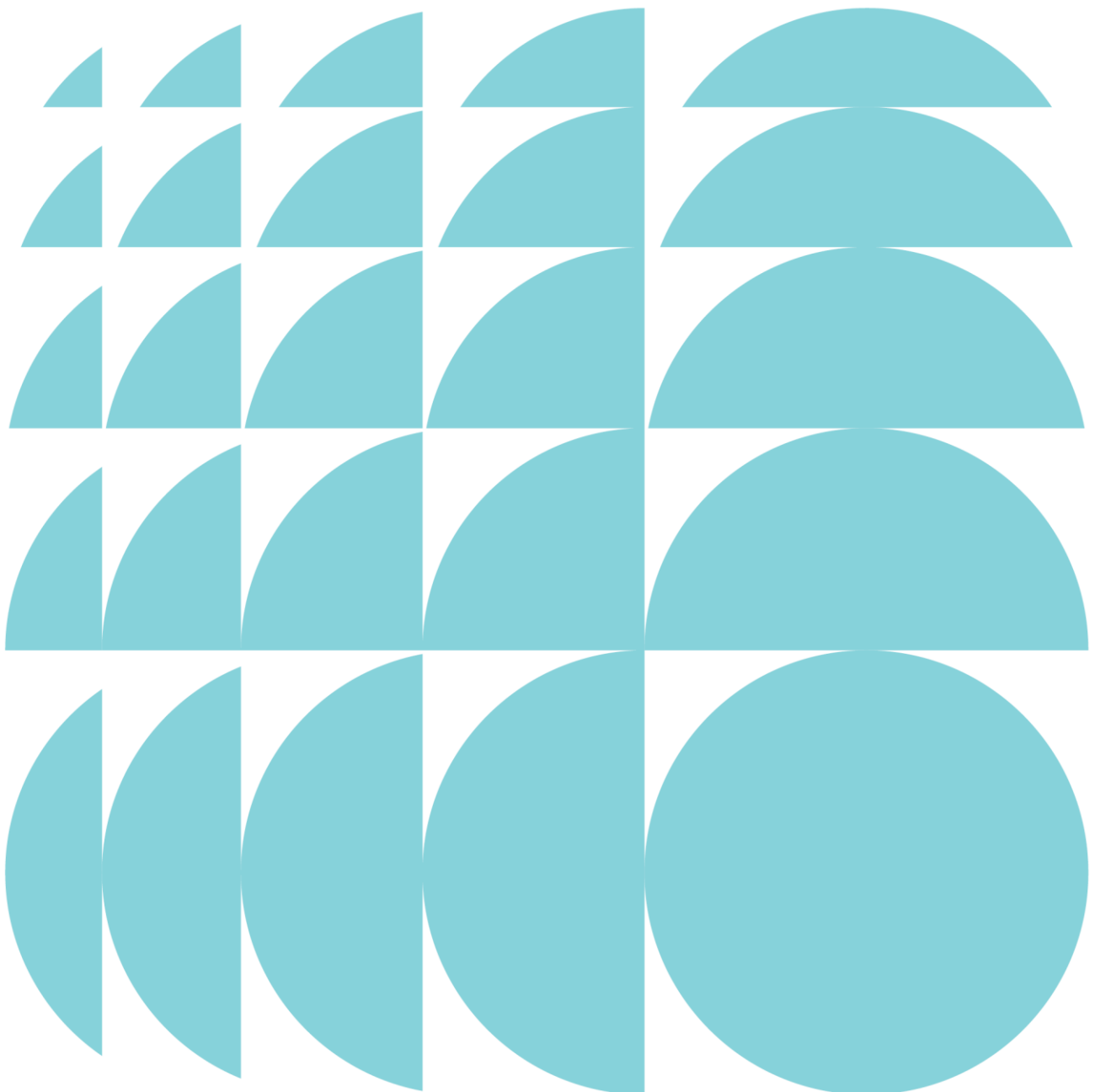


ETHOS URBAN

Site 2, Sydney Olympic Park
Plan of Management

Submitted to the Department of Planning, Industry
and Environment
On behalf of Ecove Group

19 August 2019 | 218132



CONTACT

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This document has been reviewed by: Daniel West



Candice Pon	19 August 2019	Daniel West	19 August 2019
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Contents

1.0	Introduction	2
1.1	Purpose	2
1.2	Proposed Operator	2
1.3	Objectives of PoM	3
1.4	Implementation	3
2.0	Site and Locality Details	3
2.1	Site Description	3
3.0	Operational Management Plan	5
3.1	Overview	5
4.0	Security Management Plan	8

1.0 Introduction

1.1 Purpose

This Plan of Management (PoM) has been prepared on behalf of Ecove Group in relation to the proposed hotel at Site 2, Sydney Olympic Park. It outlines hotel management policies and addresses security protocols for the operation of the proposed hotel, the subject of a state significant development application with the Department of Planning, Industry and Environment.

- Site preparation works, including tree removal and excavation works;
- The construction of a hotel and commercial building:
 - A 30 storey hotel and strata commercial building;
 - 304 hotel rooms (levels 14 – 29) ;
 - Ground floor lobby, restaurant, lobby bar and guest lounge;
 - Function rooms on level 1;
 - An outdoor terrace area;
 - Rooftop pool, amenities and bar;
 - Strata commercial (levels 2-13)
 - A separate 14 storey commercial building with retail on the ground floor;
- Four levels of basement accommodating:
 - 522 car parking spaces;
 - 150 public car parking spaces including 3 disabled spaces (to be operated by SOPA) ;
 - 303 commercial car parking spaces including 10 disabled spaces;
 - 63 hotel car parking spaces including 2 disabled spaces; and
 - 6 street parking spaces.
- 277 bicycle spaces.
 - 214 bicycle spaces provided on basement one; and
 - 63 on street visitor parking.
- Construction an extension of Dawn Fraser Avenue and a service lane; and
- Construction of a large activated public domain located in the frontage area between the proposed buildings and Australia Avenue.

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.

The commercial tenancies are the subject of future approvals and will be managed separately to the hotel and is therefore not considered as part of this PoM.

1.2 Proposed Operator

The proposed operator is the Intercontinental Hotel Group, with the hotel proposed to be operated under the Crowne Plaza brand.

1.3 Objectives of PoM

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

- 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.
- To 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.
- 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 PoM is a dynamic document which can be updated to respond to changing regulations, procedures and practices.

All staff and management at the hotel will be provided with a copy of the PoM and briefed on the requirements as part of the employment induction process. A copy of the PoM will be available on site at all times.

The hotel has and will follow the following rules of operation at all times:

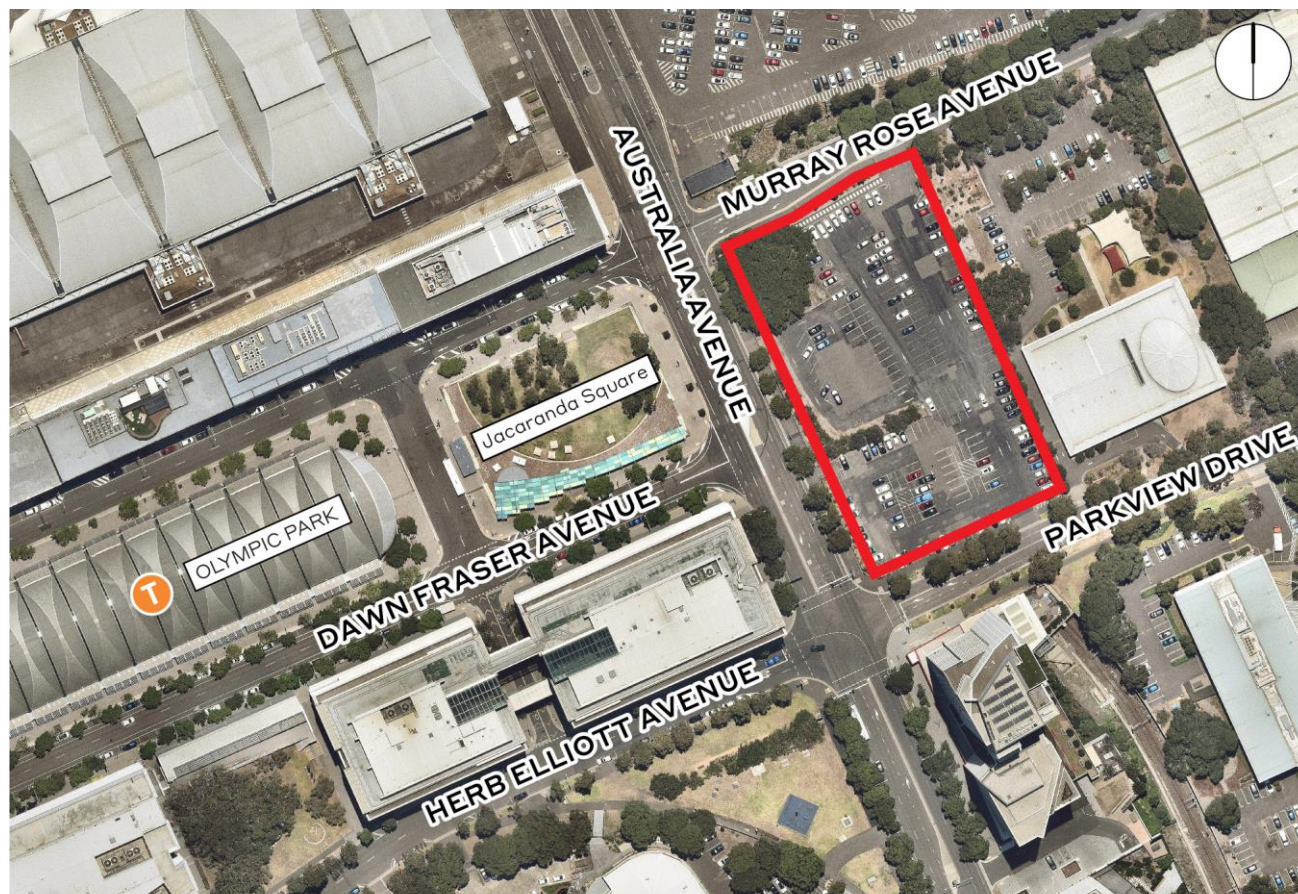
- Comply with all regulatory approvals (refer section below);
- Comply with its House Policies (Emergency and Evacuation Procedures, RSA, Cash handling and the like); and
- Ensure compliance with this POM.

2.0 Site and Locality Details

2.1 Site Description

The site is legally described as Lot 71 DP 1134933 and the land is owned by the Sydney Olympic Park Authority. The site's area is approximately 7,711m², and is rectangular in shape. The site is currently used as an at grade car park known as P6d. Vehicle access is currently provided from Murray Rose Drive and Parkview Drive, and pedestrian access is provided from all three street frontages. Initially an industrial and commercial area, it is characterised by its proximity and views to the brick pit to the north and Bennelong Parkway to the east.

An aerial photo of the site is shown at **Figure 1**.



 The Site

Figure 1 Aerial Photograph

Source: Near Map

3.0 Operational Management Plan

3.1 Overview

The operation of the hotel is to have regard to:

- ensuring maximum occupancy requirements are not exceeded;
- waste minimisation, storage and collection procedures;
- staffing arrangements including the number of staff to be employed;
- any proposed shuttle service providing a pick up and drop off service to guests, including details of the timetable and set down arrangements;
- the maintenance and cleanliness of the premises;
- ensuring the on-going workability of emergency systems including lighting and smoke detectors, sprinkler systems, and air conditioning;
- ensuring staff are trained in relation to the operation of the approved Emergency Management and Evacuation Plan;
- ensuring the placement and composition of furnishing and fittings achieve the appropriate fire safety requirements;
- ensuring premises are regularly checked to ensure fire safety including that all required exits and egress paths are clear and free of locks and obstructions; and
- on-site security.

The hotel ensures senior management is responsive to the following:

- Requirements of the Police Service, in particular the Licensing Section; and
- Requirements of the Sydney Olympic Park Authority, 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 is amenity and other issues affecting a precinct such as the Town Centre and Sydney Olympic Park area 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 condition that encourage/ facilitate rationalisation of inappropriate behaviour).

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

3.1.1 Hours of Operation

The following hours of operation apply:

Hotel

- 24 Hours a day, seven days a week.

Lobby restaurant:

- Sunday to Wednesday - 6:00am to 12:00am
- Thursday to Saturday - 6:00am to 12:00am

Lobby bar/cafe:

- Sunday to Wednesday - 6:00am to 2:00am
- Thursday to Saturday - 10:00am to 2:00am

3.1.2 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.

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

3.1.3 Public Transport

The hotel will contain maps that showing the location of the Sydney Olympic Park railway station and bus network.

3.1.4 Cleaning and General Servicing

The hotel's housekeeping and stewarding staff are responsible for maintaining all of the premises in a clean and tidy state.

The hotel's Management 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.

3.1.5 Staffing

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

Recruitment policy

It is 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 fully supports the Federal, State and Local Governments' policy 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 strives to set a high priority on the training and development of its team members, nurturing excellence in everyone. Further, it recognises that its continued and increased success is dependent upon the provisions of trained motivated team members at all levels and in all positions.

All staff will be trained in relevant security measures with regular training to reinforce safety and security procedures. Training will ensure that in the event of a robbery, theft or anti-social behaviour, staff acts 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.

At all times a staff member proficient and appropriately certified in first aid qualification will be 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.

Appraisals

Hotel Management appraise staff annually. The purpose of these appraisals is 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 are all taken into account. Staff have the opportunity to discuss their progress and career objectives and are also able to make comments on the appraisal document. Written appraisal documents are in no way 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.

3.1.6 Noise

The new 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:

- 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 Management Plan 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 Management Plan have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises.

Staff will be encouraged to minimise noise whilst on site and always report any negative 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.

The premises will be operated in accordance with noise conditions imposed by 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 Council's requirements, the Protection of the Environment (Operations) Act 1997 and NSW Office of Liquor, Gaming and Racing (OLGR).

3.1.7 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's rear which are then removed by a contracted cleaner 6 days a week. The same staff will be in charge of maintaining the premises clean and tidy, from the external area, to the internal areas, toilets and kitchen and café 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 is secure and all rubbish etc. is cleared.

4.0 Security Management Plan

4.1.1 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 and includes the building entry points / reception/ restaurant / service areas. This system has automated recording technology, longer video storage capacity and video motion detection.

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

Management will ensure the system is maintained and in good working order. Management ensures 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 are encouraged to assist with passive surveillance of all areas of the development and in particular the café 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 are replaced within 24 hours.

The Food and Beverage areas have been designed to take into account the need to maximise clear sight lines. The lounge and restaurant incorporate the maximum use of natural surveillance and minimise potential obstructions such as physical barriers to ensure these clear sight lines.

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

4.1.2 Patron and Crowd Management

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

- The hotel does not serve liquor to intoxicated patrons. As well, 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.

4.1.3 RSA House Policy

The hotel has formulated a RSA House Policy that covers the four main areas of the Responsible Service of Alcohol, 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's 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), and as such hotel takes 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 are encouraged to call their Supervisor or Manager if any difficulties arise.

The hotel adopts the use of a Harm Minimisation 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 is 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 does 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 is 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 is kept by management in an RSA logbook. This logbook serves 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.

4.1.4 Weapons

Weapons of any type, i.e. knives, firearms, etc., will not be permitted at any time, unless in the hands of authorised security personnel or Police.

4.1.5 Theft

In the event that 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. All personal information must be 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.

The theft of any property on the premises must be reported to the police for insurance purposes. All thefts must be documented clearly and concisely on an Incident Report Form.

4.1.6 Antisocial Behaviour

The hotel will adopt a zero-tolerance approach to antisocial behavior at the premises.

4.1.7 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.

Staff will be trained to handle complaints by teaching them the LAST process – Listen, Apologise, Solve and Thank. Staff are trained to know how and when to turn over complaints to Managers.

As a basic course of procedure if a hotel guest or member of the public becomes irate and threatens someone, the following actions should be followed:

1. A Manager will be requested to address the guests concerns and take appropriate action to resolve the situation.
2. If the guest continues to behave in an unsatisfactory or threatening way the person will be asked to leave the premises.
3. If the person refuses, as a last resort, consider calling the police; and
4. This incident or complaint would be required to be noted in the complaints register.

Complaints will be handled by management and staff at the hotel. Guests will also have the opportunity to escalate issues to head office.

4.1.8 Incident Reporting and Complaints Register

A register is to be kept, which identifies any incidents that may have occurred or complaints that are considered to be 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.

Staff must not resist a robbery and are required call the police after the person(s) has left the building, at which time doors are locked. The hotel must stop trading until emergency services arrive. 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.

4.1.9 State Health & Safety Regulatory Authority

Any Notice / document / request that are raised by a State Health & Safety Regulatory Authority Inspector must be immediately communicated to the OHS Manager who will then ensure that all other appropriate personnel are informed. The OHS Manager will then develop an Action Plan / Actions with responsibilities to address the issue raised.

4.1.10 Consultation

Ecove Group are committed to ongoing consultation with adjoining property owners, Police and the Sydney Olympic Park Authority 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 PoM remains relevant to the operation of the Hotel and that issues that arise can be managed into the future.