

Attachment F

Plan of Management

Operational and Security Plan of Management

The Minerva








28-30 Orwell Street, Potts Point

September 2023



Plan of Management | 28-30 Orwell Street, Potts Point

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1. Introduction

1.1 Purpose

This Operational & Security Management Plan (plan) has been prepared for CE Minerva Pty Ltd in support of the future operations of the proposed future mixed-use hotel development at the site 28-30 Orwell Street, Potts Point.

The Plans includes information about the operational and contextual aspects of a premises, including locality description, security numbers, noise emission and trading hours, as well as details about what actions will be taken to ensure that premises will be responsibly managed, such as crowd control procedures, noise minimisation and waste management.

This plan will ensure that the operator of late night trading premises has considered and addressed any potential impacts that may arise from their operation during late night hours, as well enabling the Council to effectively assess any impacts of a proposal. It is the responsibility of the licensee to facilitate a well managed premises and display sensitivity about the impact of the premises on the liveability of neighbourhoods.

1.2 Planning

This plan responds to the requirements of Section 4.4.8.5 and Schedule 3 of the Sydney DCP 2012. It establishes a framework for how on-going operations are to be managed on site by the future operator which has yet to be appointed.

1.3 Operator Overview

Following submission of the development application, CE Minerva Pty Ltd ran an international search for an operator of the hotel and auditorium.

As part of this process CE Minerva Pty Ltd met with several operators on what was a physically viable and financially viable best use for the auditorium. Following discussions with several domestic operators a viable option was not identified and the search was extended into international markets. CE Minerva Pty Ltd have agreed terms with the Entertainment operator on a 10-year term with option to extend. The international entertainment and food and beverage operator has successfully managed heritage adapted properties with entertainment and food and beverage offerings. The Entertainment operator will employ a dedicated manager for the auditorium and will produce and manage the performances within the auditorium. The offering will run up to 5 days per week and outside of these times the auditorium venue will open to be hired by local performance groups, businesses and for events.

As part of the operator search CE Minerva Pty Ltd ran a competitive process with multiple established and international hotel operators. CE Minerva Pty Ltd have agreed terms with an international hotel operator to manage the hotel, café, and basement bar and the property. The hotel operator will act as the manager for the entire property and oversee the management of the Minerva auditorium. The tripartite agreement that is in place between CE Minerva, Hotel Operator and Entertainment Operator captures the sharing of services and back of house facilities.

The hotel operator will be required to adhere to the policies and procedures outlined in this plan, which will be reviewed every two years. It is noted that the plan will be a responsive document which continues to be refined with detailed input from the future hotel operator. It is acknowledged that the ongoing success of the hotel in the Sydney market is to an extent reliant on quality management and guest experience, therefore the appropriate management is paramount.

1.4 Implementation

The plan is a responsive 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 plan and briefed on the requirements as part of the employment induction process. A copy of the plan will be available on site at all times.

The hotel has and 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 plan.

2. Site and Locality Details

2.1 Site and Locality Details

The site is located at 28-30 Orwell Street, Potts Point and within the City of Sydney Council Local Government Area. An aerial photo of the site location is shown at **Figure 1**.



Figure 1. Aerial image of the subject site and immediate surrounds

2.2 Surrounding late night premises

The trading hours of other late-night trading premises currently operation within a 200m radius of the site is listed in the Table 1 below.

Table 1. Late Night Venues within 200m of the site

No	Venue	Address	Approved Hours
1	The Roosevelt	32 Orwell Street	7.00am - 11:45pm (Indoor), Monday to Sunday
2	Jangling Jack's	175 Victoria Street	7.00am - 1.00am (Indoor), Thursday to Saturday
3	Potts Point Hotel / Boogie Mountain	33-35 Darlinghurst Road	10.00am - 5.00am (Indoor), Seven days a week
4	O Nightclub	39 Darlinghurst Road	8:00am to 6:00am, Sunday to Thursday 24 hours Friday and Saturday nights
5	Dulcie's	44B Darlinghurst Road	12.00pm and 3.00am, Monday to Saturday
6	Kings Cross Distillery	127-133 Macleay Street	8.00am to Midnight, Monday to Sunday
7	Dear Sainte Eloise Cafe	29 Orwell Street	7.00am - 12.00am, Monday to Sunday



3. Building Use

3.1 Overview

The proposed mixed-use development comprises of the following:

- Basement Level 2: Back of house support spaces including furniture and entertainment stores, staff amenities, hotel administration, housekeeping, and linen stores.
- Basement Level 1: Small bar, main kitchen and stores, loading bay, waste, servicing, and bicycle parking.
- Ground Level: Shared lobby with lounge, adaptable performance and food and beverage venue, café, backstage amenities (green rooms), finishing kitchen, amenities, hotel reception and venue check in, 1 guest room, and servicing access.
- Floors 1-2: Food and Beverage seating as an extension of the Ground Level adaptable performance and food and beverage venue.
- Floors 1-6: Boutique hotel consisting of 63 hotel rooms.

A Plan is provided as an Appendix of this plan outlining the areas of the building and proposed uses.

3.2 Operational Details

The Minerva will address Potts Point community needs by providing a “vibrant, experimental, expressive, playful, fun, creative, connected and diverse” series of venues and experiences.

The main entry off Orwell Street leads into the foyer which is shared between the hotel reception and the auditorium entry. With the majority of guests checked in and checked out prior to the opening of the entertainment venue in the evening allows the foyer to be shared. The entertainment venue will not be a ticketed event with the exception of VIP shows.

The main auditorium space connecting Ground, Level 1, and Level 2 will be a venue hosting the next generation of Parisian Cabaret with food and beverage services. The music, theatre, and cinematography of the performances, enhanced by state-of-the-art sound & lighting, in refined interiors, with French hospitality, will offer a highly interactive show. A harmonious symphony designed to surprise the audience and engage with their hearts and minds. The concept is all about theatre where food sustains the experience, and the library of acts ensures every show is unique. Each night’s theatre trajectory will include 8-10 sequences interspersed with food and drinks. The performers and entertainment staff for the Parisian Cabaret will be sourced through local talent.

While the main auditorium will primarily be used as bespoke entertainment there will be opportunities for local entertainment groups, businesses, and individuals to hire the venue between 2 and 3 days per week. The hotel operator will be available to provide support services such as ticketing, food and beverage, etc. for these groups.

Basement Level 1 is a small cocktail bar operated by the Hotel Operator and connected to the foyer above to offer a quieter space for patrons.

3.3 Back of House

The Hotel Operator will be the manager of the precinct. A tripartite agreement is in place between CE Minerva, Hotel Operator and Entertainment Operator to resolve any operational overlap including the sharing of services and back of house facilities.

The Entertainment venue will have a dedicated finishing kitchen, green rooms. The Hotel operator and Entertainment operator will share the loading dock, main prep kitchen, stores, administration offices, and staff amenities. The ground floor room which will operate as a VIP green room will also be shared between the Hotel operator and Entertainment operator and will be used as a hotel room when not required by VIP performers.



The document title The Minerva Operations Plan clearly identifies the required back of house areas have been accommodated and agreed with both operators. It also shows which areas are dedicated to each operator and which are shared.

3.4 Liquor License

An on-premise liquor license will be obtained from L&GNSW for the building which will relate to the hotel accommodation and all supporting food and beverage uses (entertainment venue, restaurant & bars).

A primary service authorisation will be obtained from L&GNSW to allow alcohol to be sold without accommodation or a meal (in a public restaurant) which will be obtained as part of the licence application.

4. Operational Management Plan

4.1 Overview

The operation of the hotel accommodation, food and beverage and entertainment 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 pickup 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;
- Requirements of officers of the City of Sydney 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; and
- The hotel recognises the need to ensure the safety and security of customers, staff, residents and the greater community in which the hotel resides.



4.2 Hours of Operation

The Hotel Accommodation will operate 24 hours a day, 7 days a week. The hours of operation of the food and beverage and entertainment facility are requested to be increased beyond the base permitted hours under a 1 year trial period (calculated from the date of Occupancy Certificate) and will revert to the base hours stipulated in the Sydney DCP 2012 for a Category A or B premises within Local Centre Area unless an application is made to City of Sydney Council to renew or extend the trial trading hours.

Considering the boutique hotel will attract international visitors coming from varied time zones, there is demand to operate the entertainment facility, café, restaurant & bar consistent with the requested extended hours, 7 days per week. However, liquor will only be sold or supplied during any hours specified in the license issued by the Liquor Authority in relation to the premises.

The precinct anchored by the auditorium venue (G-L2) will be a catalyst for the area aligned with both the Sydney 24 Hour Economy Strategy and the Committee for Sydney's "a Vision for Kings Cross". It will bring a unique and international immersive entertainment experience that is unique to Sydney and Australia. For this reason we are requested the extended hours to 2am on Friday and Saturday. This closing time also aligns with the four venues of the same brand operating or in development in Europe.

Ground Level Café

The proposed hours of operation for ground level café are as follows:

- 7am Friday to 12am Friday
- 7am Saturday to 12am Saturday
- 7am Sunday to 12am Sunday
- 7am Monday to 12am Monday
- 7am Tuesday to 12am Tuesday
- 7am Wednesday to 12am Wednesday
- 7am Thursday to 12am Thursday

Ground Level – Level 2 Entertainment Facility, Restaurant and Bar

The proposed hours of operation for the Ground – Level 2 Entertainment Facility, Restaurant and Bar are as follows:

- 7am Friday to 2am Saturday
- 7am Saturday to 2am Sunday
- 7am Sunday to 1am Monday
- 7am Monday to 1am Tuesday
- 7am Tuesday to 1am Wednesday
- 7am Wednesday to 1am Thursday
- 7am Thursday to 1am Friday

The sale of liquor prior to 10am will be prohibited.

The Entertainment venue will typically operate 5 days a week as a 250-seat venue.

The other days (Monday and Tuesday) the venue will be available for hire.



Basement Level 1 Small Bar

The proposed hours of operation for the Basement Level 3 Small Bar are as follows:

- 10am Friday to 2am Saturday
- 10am Saturday to 2am Sunday
- 10am Sunday to 1am Monday
- 10am Monday to 1am Tuesday
- 10am Tuesday to 1am Wednesday
- 10am Wednesday to 1am Thursday
- 10am Thursday to 1am Friday

The proposed extended hours of operation in the basement are also based on a performance, creative and cultural use occurring for a minimum of 45 minutes after 6pm. The specific performance, creative or cultural use will be confirmed following the formal appointment of the hotel operator.

4.3 Patron Numbers

The maximum patron permitted within various areas in the building are as follows which excludes staff.

Table 3. Patrons numbers

Level	Use	Total Patrons
Ground Level	Cafe	30 (indoor) 18 (outdoor)
Ground Level - Level 2	Entertainment Facility, Restaurant and Bar	250 seats
Basement Level 1	Small Bar	110

The manager/licensee will be responsible for ensuring the number of persons in the premises does not exceed that specified above. The hotel will include internal visible signage alongside the Licensee's name stating the maximum number of persons, as specified in the development consent, that are permitted in the building.

4.4 Patron Arrival

The building entry lobbies along Orwell Street and Orwell Lane will be clearly themed and identified and will be managed by the entertainment venues and hotel staff at all times to manage guest check-in/outs. The Orwell Lane entry will be used for the small bar up to midnight and managed by the hotel staff at all times. After midnight all access will be managed through the main entry airlock.

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

4.5 Designed Taxi and Drop Off Zone

A designated drop off and taxi rank is proposed to Orwell Street for two vehicles. Vehicles are permitted for a maximum of one (1) minute at any one time in the drop-off zone.

The hotel visitor primary drop off / pick up would be the existing "No Parking" area along the Orwell Street kerbside frontage of the site.



4.6 Bicycle Parking

14 bicycle parking spaces and staff amenities are proposed within the basement level 2 and available for employees of the hotel accommodation and food and beverage uses. Staff will access the bicycle parking via Lift 3 accessed from ground level.

Visitor and customer bicycle parking is available in the public domain.

4.7 Venue Access

Hotel Accommodation Rooms

Access to the hotel rooms and the lower-level amenities will only be available via secured electronic key cards. Each card will only allow access to their corresponding level and communal facilities (e.g. Level 3 cards will not be able to access Level 4).

Basement Level 1 - Small Bar

Access to the basement level 1 bar is available via a lift and stairs accessed from the entry foyer via Orwell Lane and DDA access via Orwell Street. Access will be managed in accordance with the liquor license requirements. Orwell Lane access will be manned in the evenings by a host security guard- both trained in a guest-centric approach to people management, welfare & safety, and to ensure the street level noise and traffic is well managed to minimise impact on residents.

Access to the back of house facilities and loading will only be allowed by employees.

Ground Level - Level 3 Entertainment Facility, Restaurant and Bar

The Entertainment Facility, Restaurant and Bar will be accessed from the hotel entry foyer airlock to Orwell Street and Orwell Lane. Access will be managed in accordance with the liquor license requirements. Orwell Street access will be manned in the evenings by a host security guard- both trained in a guest centric approach to people management, welfare & safety, and to ensure the street level noise and traffic is well managed to minimise impact on residents.

Ground Level Cafe

The ground level café will be accessed from the foyer or directly from Orwell Street.

4.8 Maximum Stay – Hotel Rooms

The maximum permitted length of stay for the hotel rooms is three (3) months. Where accommodation is provided for more than 28 consecutive days, no more than two adults and one child are permitted per room.

4.9 Management of Large Groups

Hotel Accommodation

The proposed hotel will employ approximately 55 staff with approximately 4 management staff on site at any one time. The proposal is a boutique hotel, as such is not envisaged to generate large groups of people.

The lobby will be clearly identifiable and will be attended by trained staff to ensure the efficient management of patron check-in/outs and building related enquiries. Hotel management will monitor staff rostering schedules to ensure an appropriate ratio between the total number of staff and patrons is managed, particularly during peak arrival and departure times.

The ground floor has been carefully designed with two access points, baggage storage and lounge areas, as well as the cafe and venue for guest use as illustrated in the architectural plans. During peak periods, it is envisaged that guests will occupy these spaces, as such significant queuing is not expected. More specific patron management measures include:

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.



If necessary, signage will be prominently displayed at the premises requesting that patrons upon leaving do so quickly and quietly having regard to the amenity of the area.

Management will ensure patrons are directed to suitable nearby transport including train, light rail, buses and taxis to promote the orderly movement of groups during peak trading periods.

Groups who are being overly noisy will be asked by staff to quieten down.

Management will develop and implement practices relating to the management of large groups attending the premises to minimise the potential for adverse impacts.

Ground Level – Level 3 Restaurant, Bar and Entertainment Facility

During peak periods access to the performance venue will be via the Orwell Street entry. There is an area patrons can wait to be seated at the restaurant and bar entry and there will also be the opportunity to sit alongside the bar area and order a snack/drink whilst waiting for a table.

Basement Level 1 Small Bar

During peak periods, access to the basement small bar will be via the lift and stairs from the main lobby access from Orwell Street. There is an area available for queuing within the lounge adjacent to the entry foyer.

4.10 Public Transport

The site's central location and range of public transport options encourages travel by bus, train and foot. The hotel will contain maps that show the close proximity of key destinations and the area's transport hubs for visitors who may wish to visit using public transport.

4.11 Cleaning

The venue and hotel's housekeeping and stewarding staff are responsible for the maintenance of the premises to ensure it is always in a clean and tidy state. Staff will also 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.

4.12 Deliveries and Servicing

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

- Deliveries of goods and services, and collection of waste and other materials is to occur via the loading dock accessed from Orwell Street.
- The majority of goods delivered, as well as waste collection will occur during off-peak periods, where possible. This will limit any disturbance to guests on the premises or the amenity of the surrounding area.
- Deliveries and collection of linen/laundry is to occur between the hours of 7am and 10pm, 7 days per week.
- Deliveries of goods to service the café, restaurant, and bars is to occur between the hours of 7am and 10pm, 7 days per week.
- Delivery vehicles that service the site are to be no larger than a small rigid vehicle (i.e. 6.4m length).
- The hotel's Management are responsible for coordinating delivery and servicing times to ensure that overlapping of delivery vehicles does not occur. This could include allocation of delivery windows for specific service providers.
- Access for deliveries and waste collection will not cause any interruption to the flow of external traffic. It will be desirable for all loading and unloading to be undertaken wholly within the premises with no deliveries, loading or unloading occurring on the street.

The architectural plans illustrate the proposed ground floor and basement level design, including the loading, waste collection and lobby space. A detailed loading dock management plan will be prepared in Consultation with the Hotel Operator prior to seeking an Occupation Certificate.

4.13 Staffing

It is estimated the mixed-use building will include the following staff:



- The hotel will employ approximately 55 full time with approximately 4 management staff allocated per shift. Additional part-time staff/contractors may be present on the site at any one time, such as security staff, as needed;
- 30 Staff associated with the Ground to Level 2 entertainment facility, restaurant and bar, however this number will vary depending on the event;
- 20 Staff for the Basement Small Bar, housekeeping and kitchen; and
- 5 Staff to the ground level café.

4.14 Recruitment and Equal Employment Opportunities

The operator is required 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.

The future operator must comply with 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.

4.15 Noise Management

The hours of operation are subject to compliance with the following noise management measures as outlined in the Acoustic Report Revision 11 as prepared by Acoustic Logic:

Entertainment Venue –Ground, Level 1 and Level 2

The following noise control measures are recommended for the use of performances within the main auditorium are of the development.

- All building openings are to be closed during periods when performances are being undertaken. Access during periods when performances are being conducted should be undertaken via an air lock to the venue.
- The playing of amplified music or speech is to be limited within the venue atrium to be no greater than 95 dB(A).
- A noise limiter will be installed as part of the sound system in the main venue space. During commissioning of the sound system, the limiter shall be calibrated such that noise output from this system does not exceed the recommended octave band Leq noise levels outlined in the acoustic report.
- The construction of the external elements of the building are to include the following minimum requirements:
 - Walls – Masonry or light weight construction with a minimum acoustic performance of Rw 55.
 - External roof – The external roof construction of the building will include a concrete construction with a minimum performance of Rw 55.
- During performances there should be permanent security guides which monitor the entry and exit of patrons from the site. The security guards should ensure patrons enter and exit the site in a manner which mitigates noise impact to neighbours.
- Permanent notices should be installed and the entry/exit points to the premises reminding patrons to reduce noise to neighbours.
- The proposed entertainment offering does not run like a theatre show with a fixed end time. Therefore the patrons will leave at all times up until closing. When exiting they will be directed to Macleay street to access Kings Cross Station, the Kings Cross Car Park.

Foyer and Café



A sound-lock configuration as part of main entry for the building into the foyer has been added to the design. The sound-lock includes a second set of doors with minimum performance of Rw30. The design of the sound lock will be further developed during the detailed design phase.

The operator will ensure the Café frontage doors and café outdoor area are to closed after midnight as per the hours of operation.

The existing original steel framed windows on the south and east facades of the main foyer area which are of exceptional significance, these may not be removable to replace with new glazing as specified in acoustic report.

Further the operator will ensure no playing of music or announcements are to be undertaken externally to the building. Playback of background music within the foyer and café internal areas will be limited to not cause patrons to speak over the background music. As per the acoustic report limiters will be installed for sound systems serving the foyer and café internal areas. The limiters are to be calibrated such that playback of background music in the foyer and café internal areas be limited to be no greater than an internal reverberant noise level of 74 dB(A).

Small Bar

The basement venue is proposed to be a small cocktail bar / speakeasy style venue, an internal reverberant noise level of 85 dBA would be considered representative of the highest noise level likely to result from the operation of the small bar venue. To ensure the suitable separation between the basement venue and the Ground floor area, the design and construction of the floor between the spaces is required to be constructed from a minimum acoustic performance of Rw 55.

Hotel Accommodation

The hotel rooms are located on Level 1, 2 and on the levels above the Entertainment venue. To mitigate noise impacts from the use of the internal atrium for cabaret and acoustic performances the following treatments are proposed:

- Floors separating the venue atrium and the hotel rooms above will include a minimum acoustic performance of Rw 60, with a minimum 1/1 octave performance as outlined in the acoustic report.
- Walls between hotel rooms and the venue atrium will include a construction of no less than Rw 60 a minimum 1/1 octave performance as outlined in the acoustic report.
- Any speakers or noise generating equipment will be vibration isolated from the building structure.
- Access to the entry of hotel rooms include an air lock arrangement between the venue and hotel rooms on ground and Level 2. Note the door from the Stage to the hotel corridor is a fire egress door which will be acoustically sealed and an satisfies an airlock requirement for the Room G.01.

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 plan 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.
- Patrons of the hotel making any significant noise at sensitive times will be asked to reduce their volume and any customers behaving in an unsociable manner will be asked to moderate their behaviour.
- Additionally, the safety and security issues addressed in this 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).

Key initiatives to minimise noise during normal hours and after hours include:

- Management and staff intervention;
- Noise limiting applications on sound systems and equipment;
- Passive Design noise barriers including screens and curtains.

4.16 Maximum Noise Levels

The recommended maximum external noise level criteria in accordance with the NSW NPI included within the approved Acoustic Report and conditions of consent must be complied with during the operation of the uses.

4.17 Waste Management

Waste and recycling will be collected 3 times a week and food waste collected daily.

All waste managing will be in accordance with the Waste Management Plan prepared by Elephants Foot provided and included with the DA. Waste collection, storage and removal from the site will be managed in accordance with the following principles:

- All waste is to be stored on site in the hotel garbage room prior to transfer to the holding bay adjacent to the loading dock;
- Hotel staff will empty bins from the hotel rooms and other areas on a daily basis and will transport this waste to the hotel garbage room. Waste will then be collected from the garbage room by a private contractor;
- At the time of collection, hotel staff will wheel bins from the hotel garbage room, down to the loading dock for collection. Collections will occur at a set time by a private collection contractor, as described below;
- Waste will be collected by a waste vehicle no larger than a small rigid vehicle (i.e. 6.4m length);
- Waste collection will occur from the Orwell Street entry;
- Hotel staff responsible for collecting waste will also be in charge of maintaining the garbage storage area so that it is clean and tidy at all times. The garbage storage area is to be hosed down and cleaned immediately after the collection and emptying of the waste bins;
- Any rubbish spillage outside the garbage area is to be cleaned immediately by the party responsible;
- The hotel management will ensure that areas surrounding the premises are monitored on a continual basis to ensure that all fire escapes and stairways are kept clear of objects at all times;
- At the start and completion of each business day, a complete patrol will be conducted of the immediate area surrounding the premises to ensure premises is secure, all rubbish is cleared, and the loading dock area is clear and clean; and



- 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 recycling generated by the proposal.

4.18 Cleaning

Hotel staff will ensure as far as practical that the premises is kept in a clean and tidy condition both internally and externally to the extent of the building that is managed and controlled by the hotel. Cleaning of both internal and external areas of the hotel will be undertaken by cleaning staff.

4.19 Graffiti

The premises will comply with common policy in relation to all Graffiti. Any damage to property by way of Graffiti will be removed from the site within 24 hours of being noticed.

4.20 Toilets

Toilets for employees, guests and visitors are to be provided in accordance with the approved plans and suitably signposted.

4.21 Landscaping

The site landscaping is designed to help integrate the built form into the site and surrounds. The proposed landscaping scheme avoids vegetation that impedes the effectiveness of outdoor lighting. It will be maintained regularly by an external landscape maintenance contractor to communicate an alert and active presence and maintain a high-quality appearance.



5. Security Management Plan

5.1 Security Overview

The hotel entries, lobby and foyer, loading dock, the event space, food and beverage spaces and common areas will be monitored 24 hours a day via CCTV monitoring, as well as by trained hotel staff during operating hours. The proposal is a boutique hotel, as such will not generate the need for full time security staff. Security staff will be employed on an as needs basis.

The hotel operator will set a high priority on the training and development of its team members. Further, it recognises that its continued and increased success within the hotel market is to an extent dependent upon the provisions of trained motivated team members at all levels and in all positions. In this way, guest safety is paramount.

All staff will be trained in relevant security measures. Staff initiation and ongoing training days will be held on a regular basis to reinforce safety and security procedures for each of the businesses. Training will ensure that in the event of a robbery, theft or anti-social behaviour, staff acts in a manner to best protect themselves and the guests. Employees will be encouraged to report any suspicious activity or persons in and around the area to the Management and / or Local Police.

Individual, secure, lockable storage facilities will be provided within each hotel room to allow guests to individually store key travel items within the room. An additional secure baggage store area will be provided near the hotel reception. The entire development will be secured by electrical key cards restricting and controlling access for hotel guests and staff.

5.2 Training Policy

The future hotel operator will be required to prepare a training policy to strive to set a high priority on the training and development of its team member.

All staff will be required to be trained in relevant security measures and staff training days will be held on a regular basis to reinforce safety and security procedures for each of the businesses. Training will ensure that in the event of a robbery, theft or anti-social behaviour, staff 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.

The operator will require staff members to be 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.

5.3 Building Design and Safety Procedures

The building has been designed to ensure the enjoyment and safety of guests.

The lifts will adequately service the guests to travel between the lobby, reception, the café, food and beverage and their hotel floor. Fire stairs have been incorporated into the design as an alternative means of egress during an emergency. Common areas and the hotel rooms will be sprinkler protected and a Building Occupant Warning System (BOWS) will be installed into the building for fire evacuations. All building emergency systems will be periodically tested including lighting and smoke detectors, sprinkler systems, and air conditioning as part of normal operational procedures.

An Emergency Management and Evacuation Plan will form part of the operation of the hotel and all staff and security will be appropriately trained in relation to administering and implementing the Plan.

A range of measures have been implemented into the building to minimise the impact of noise from adjoining neighbours within the building.

The hotel floors will be acoustically treated for both air borne noise and foot fall noise to comply with the requirements of City of Sydney Council's DCP and BCA. Walls between hotel rooms will be designed to comply with BCA and City of Sydney Council's DCP requirements, and all mechanical services will be treated for compliance with Sydney City



Councils criteria. From an operational perspective, all guest behaviour will be supervised by hotel management and integrated security.

5.4 Crime Prevention Through Environmental Design

This plan is consistent with the principles of Crime Prevention Through Environmental Design (CPTED) by creating environmental and social conditions that:

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

The safety and security issues addressed in this plan 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 plan.

5.5 CCTV Camera

The security and safety of employees and the general public are to be of top priority to the management of the premises.

The hotel will have CCTV surveillance cameras in the premises in strategic places including the building entry points, hotel lobby, loading dock and common areas. This system has automated recording technology, longer video storage capacity and video motion detection.

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

Management will ensure the system is maintained and in good working order. Management are to 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.

5.6 General Surveillance

The hotel's employees are encouraged to assist with passive surveillance of all areas of the development and in particular the ground level food and beverage and reception areas by providing efficient reporting systems for any security or safety concerns.

There is a clear line of sight from the reception to the lift entrance to the rooftop food and beverage area. Security personnel will be utilised during peak use to monitor the entrance to the rooftop area.

A central basement entry lobby is provided to ensure surveillance of both the areas of the entertainment venue.

Clear lines of sight and lighting will be provided within the hotel lobby and at street level to activate the ground plane, encourage passive surveillance and deter anti-social or criminal behaviour.

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

5.7 Lighting

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

Broken light fixtures and bulbs within the premises will be replaced within 48 hours.



5.8 Space Management

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

5.9 Guest and Patron Management

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

- All staff are to be trained with regards to the obligations, practices and procedures of the Hotel with regards to Responsible Service of Alcohol;
- The hotel does not serve liquor to intoxicated patrons. 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;
- The safety and security issues addressed in this plan have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises;
- Hotel employees are encouraged to assist with passive surveillance of all areas of the development. Staff will be encouraged to call their Supervisor or Manager if any difficulties arise to quickly "intercept" any potentially noisy, rowdy or abusive patrons to attempt to calm them down as much as possible as they leave; and
- The security patrons will occur within the premise.

5.10 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.

5.11 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.

5.12 Antisocial Behaviour

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



5.13 Complaints Handling

The hotel operator 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:

- a) A Manager will be requested to address the guests concerns and take appropriate action to resolve the situation.
- b) If the guest continues to behave in an unsatisfactory or threatening way the person will be asked to leave the premises.
- c) If the person refuses, as a last resort, consider calling the police;
- d) 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.

5.14 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 complaints register is to include details of the complaint date and time, name, contact and address details of person(s) making the complaint, nature of complaint, name of staff on duty, action taken by premises to resolve the complaint, follow-up and outcome. 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.

5.15 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.

5.16 Consultation

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

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

5.17 Security Guards Numbers

The number of security guards required for the premises will be determined based on consultation with the Local Area Command and NSW Department of Industry as part of the liquor licence approval process. This plan of management will be updated prior to the issue of an Occupation Certificate to reflect the security guard requirements included in the approval liquor licence.

The following amount of security guards will be provided as an estimation as illustrated in the table below.



Table 4. Estimated Security Guard Numbers

Level	Use	Total Patrons	Total Security Guards
Ground Level	Cafe	40	-
Ground Level – L2	Entertainment Facility, Restaurant and Bar	250	4
Basement Level 1	Small Bar	120	1
Total Security Guards			5

There will be an increase in security in times where higher than average patronage is expected (eg. during public entertainment, peak periods on weekends, New Years Eve, following large sporting events in the locality, during special events and functions etc).

Any recommendations from Local Licensing Police regarding appropriate security provision and a statement outlining the extent of compliance with police recommendations will be included in the updated plan of management following approval of the licence and appointment of an operator of the premises.

5.18 Responsible Service of Alcohol

This section of the plan of management is to be updated based on the operational responsible service of alcohol requirements detailed in the issued liquor license. Likely methods employed to implement harm minimisation and the responsible service of alcohol (RSA) requirements such as:

- Employee training and awareness regarding RSA and harm minimisation;
- Approaches that will be used to manage intoxicated and/or disorderly persons;
- Promotion of non-alcoholic beverages and provision of free water;
- The display of the premises’ house policy;
- Assisting patrons in accessing safe transportation from the premises (eg. arranging taxis, public transport timetable information)
- Encouraging responsible drinking;
- Ensure at least one security guard within each premise is a trained RSA marshal and will monitor patrons for signs of intoxication; and
- Any drug use to be reported to the local police.

5.19 Security Staff Procedures and provisions

Details of the procedures and provisions that will be implemented to improve premises security are detailed below:

- Security staff will be trained in emergency procedures, crowd control, search procedures;
- Security staff regularly record the maintenance of an incident register;
- Security staff monitor the numbers of patrons within the premises and their behaviour;
- The proprietor/licensee includes membership of the Licensing Accord;
- Security staff are informed of the relevant dress code, include distinctive security attire, educated of the security protocols;



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- Security staff monitor the removal of any glass from the premises; and
- Security staff are issued electronic counting devices and signage is displayed showing patron limits for premises.

