

# **Attachment A8**

**Indicative Plan of Management**

# Indicative Plan of Management

## Piccadilly Hotel

92-98 Brougham Street and 169-173 Victoria Street Potts Point

Submitted to  
**City of Sydney Council**

Prepared on Behalf of  
**Harrphil Trust Pty Ltd**

Prepared by  
**Knight Frank Town Planning Sydney**

**June 20**

**Qualifications:**

1. This report is prepared for the private and confidential use of the proponent and only for the purpose outlined on the title page. It should not be relied on for any other purpose and should not be reproduced in whole or part for any other purpose without the express written consent of Knight Frank Town Planning
2. Reproduction of this document or any part thereof is not permitted without prior written permission of Knight Frank Town Planning
3. This report is current at the date of publication only
4. This report is to be read in its entirety and in association with other relevant documentation and documents submitted as part of this application

**Copyright****Knight Frank Town Planning Sydney**

All intellectual property and copyright reserved.

Apart from any fair dealing for the purpose of private study, research, criticism or review, as permitted under the Copyright Act, 1968, no part of this report may be reproduced, transmitted, stored in a retrieval system or adapted in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) without written permission.

Enquiries should be addressed to Knight Frank Town Planning.

EastCoast Futures Pty Ltd ABN: 84 624 283 343, trading as Knight Frank Town Planning Sydney, is independently owned and operated, is not a member of and does not act as agent for the Knight Frank Group.

# Contents

<b>1.</b>	<b>Introduction</b>	<b>2</b>
1.1	Objectives	2
1.2	Applying the Indicative Plan of Management	2
1.3	Site Location	3
<b>2.</b>	<b>Operational Management</b>	<b>4</b>
2.1	Overview	4
2.2	Amenity of Neighbourhood	4
2.3	Hours of Operation	4
2.4	Maximum Capacity and Occupancy	4
2.5	Site Entries and Access	4
2.6	Noise Management	5
2.7	Patron Behaviour	5
2.8	Responsible Service of Alcohol	5
2.9	Staffing	5
2.10	Check in/Check Out	5
2.11	Drop Off and Pick Up	5
2.12	Period of Stay	6
2.13	Cleaning and Maintenance	6
2.14	Deliveries and Servicing	6
2.15	Waste Management, Storage and Collection	6
2.16	Emergency Management Evacuations	7
2.17	Incident Response	7
2.18	Complaint handling	7
2.19	Health and Safety	7
<b>3.</b>	<b>Security Measures</b>	<b>8</b>
3.1	Staffing and surveillance	8
3.2	On Site Management	8
3.3	Security Personnel	8
3.4	Hotel Guest Security	8
3.5	Signage and Lighting	8
3.6	CCTV	8
3.7	House Rules	8
<b>4.</b>	<b>Other Relevant Matters</b>	<b>9</b>
4.1	Fire and Safety	9
4.2	Updates to Indicative Plan	9
4.3	Amendments to the Plan	9

# 1. Introduction

This indicative Plan of Management (POM) has been prepared on for the future Hotel use at 169-173 Victoria Street and 92-98 Brougham Street, Potts Point (referred to as the Piccadilly Hotel). It outlines hotel management policies and addresses security protocols for the operation.

This indicative POM addresses the requirements as set out in Sydney Development Control Plan 2012 - Section 4.4.8.5 (10) (DCP 2012). It has been prepared to accompany the Planning Proposal for 92-98 Brougham Street to establish a clear framework for how on-going operations will be managed on site. A final POM will be prepared to accompany the Development Application in accordance with the DCP 2012 and relevant schedules.

This indicative 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. It establishes the key operational procedures for a hotel on the site, including management measures of both the accommodation component and food and beverage uses, and provide a framework for the future operator.

## 1.1 Objectives

The objectives of the indicative POM are to establish key parameters of the hotel operation to ensure it is well managed at all times and to achieve the aims. The aims of the Indicative POM are to:

- Set out the main heads of consideration for the management of the hotel providing high quality accommodation and services for patrons and as a positive contribution to the diversity of uses within Kings Cross
- Minimise and manage any impact form the hotel operation.
- Ensure management procedures and accompanying policies support the suitable operation of the hotel and uses, with particular focus on amenity and safety of occupants and the local community.
- Provide parameters of the operation including site access, servicing, loading drop ff/pick up and so that these do not unreasonably disrupt surrounding land uses
- Management of vehicle and pedestrian traffic to and from the site
- Provide the framework for staffing and hotel operations to be detailed by the future operator – to ensure the use is a safe environment
- Management of licensed venue as it relates to the hotel accommodation and accompanying food and beverage uses
- Set out Details of staff and security responsibilities as it relates to operations, safety and hotel operations (hours, capacity etc)

## 1.2 Applying the Indicative Plan of Management

This indicative POM is intended to provide the main management measures to be implemented by a future operator of the Hotel. Specific detail will be refined as part of the detailed DA and the nomination of a hotel operator. It is intended that final POM be a fluid document which is reviewed and revised in response to best practice procedures and health and safety guidance.

All staff and management will be provided with a copy of the final POM and be briefed on their roles, responsibilities and requirements as part of the employment induction process. A copy of the final POM will always be available on site as required by City of Sydney Council and conditions of licensing.

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

- Comply with all Council, licencing and regulatory approvals with regard to the operation
- Comply with nominated House Policies and
- Ensure compliance with the final POM.

### 1.3 Site Location

The site is located in City of Sydney Local Government Area and as part of Kings Cross/Victoria Street entertainment precinct. The properties fronting Victoria Street being 169 (former Golden Apple) and 171-173 Victoria Street Potts Point (Piccadilly Hotel) and the row of terraces at 92 - 98 Brougham Street.

The surrounding area is characterised by a mix of land uses, including short term backpacker accommodation, shops, cafes, restaurants and residential.



Figure 1: Site Identification Plan

## 2. Operational Management

### 2.1 Overview

This indicative POM has been prepared to provide key operation detail of the Hotel, including the accommodation as well as ground floor food and beverage uses. As set out in DCP 2012, the following areas to be included in the final POM:

- 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.

### 2.2 Amenity of Neighbourhood

Surrounding uses are predominantly mixed use, residential and tourist and visitor accommodation. Residential uses adjoin the site and the management of any potential impacts from the use is of utmost importance to the operator. This indicative (and final) POM provide details of the operational and management procedures to minimise any impacts.

### 2.3 Hours of Operation

The hours of operation will be confirmed as part of the future development application.

The hotel will operate for accommodation purposes 24/7 however the specific restrictions regarding loading, servicing, access and the hours of any food and beverage uses will be detailed in the future DA. Guidance has been provided in this indicative POM of the locations and times of days for these activities.

### 2.4 Maximum Capacity and Occupancy

The maximum capacity of the hotel will be confirmed as part of the future DA, subject to the layout and design. Importantly, this will specify accommodation occupancy numbers in each room, as well as the specific number of patrons permitted in each part of the hotel. These numbers will be clearly signposted in the spaces to inform patrons and staff.

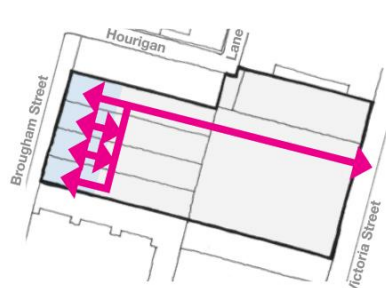
The use and maximum patron capacity of areas of the hotel, including food and beverage spaces available to the public, will be subject to the requirements of the assessment of the DA. This will include an assessment of the spatial requirements, toilets, access/egress and acoustic impacts.

### 2.5 Site Entries and Access

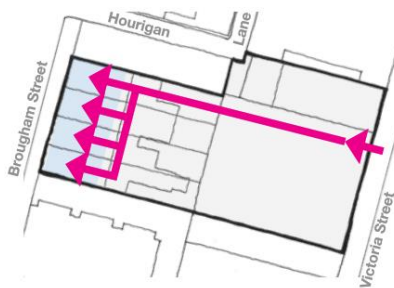
Pedestrian/patron entry to the hotel will only be permitted from Victoria Street. No access will be provided via Brougham Street or Hourigan Lane.

A secondary staff only pedestrian access is proposed via Hourigan Lane providing access to back of house areas and staff bicycle parking and end of trip facilities. No pedestrian access will be provided via Brougham Street, with the existing residential entrances intended to be locked (to prevent entry) and used for fire evacuation purposes only.

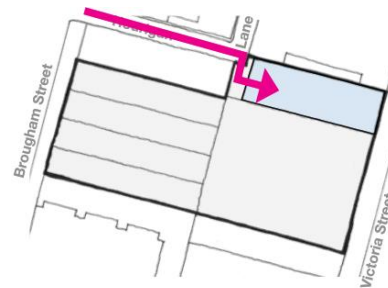
No on-site parking is provided. Any vehicle access to the site is to occur from Victoria Street.



**Service and Waste**  
No access from Brougham Street



**Pedestrian Entry**  
All from Victoria Street



**Bicycle + Staff**  
Available from Hourigan Lan

## 2.6 Noise Management

The use (hotel and food and beverage operations) will be managed to minimise the potential for noise impacts, in accordance with the conditions of consent and recommendations of accompanying acoustic reports. The following management measures will be put in place:

- All management staff are aware of the final POM, hours and noise restrictions so that they can ensure they are enforced.
- The operational details and potential noise impacts are to be included as part of any staff induction
- Staff will be encouraged to report noisy behaviour and include any incidents in the incident register held on site.
- It is anticipated that noise mitigation measures such as closure of doors and openings, restrictions on of sound systems, incorporating sound amelioration and restriction on patron numbers in certain areas will be implemented

## 2.7 Patron Behaviour

All staff will monitor patron behaviours to ensure it is in-line with the orderly operation of the use, and the obligations of the operator.

## 2.8 Responsible Service of Alcohol

All relevant staff are to be trained with regards to the obligations, practices and procedures of the hotel with regards to Responsible Service of Alcohol.

Any patrons who are deemed to be intoxicated will not be served alcohol and asked to leave the premises. Entry will not be permitted to intoxicated patrons. Staff are to monitor the behaviour of patrons to ensure early markers of intoxication are recognised and reported to management,

## 2.9 Staffing

The hotel will employ full time staff, with part time and casual staff on site as needed during peak periods. The final staff numbers will be confirmed by the operator and the food and beverage uses, however the number of staff on site will be maintained in order to properly manage the premises

## 2.10 Check in/Check Out

All patrons of the hotel accommodation will be required to check in/check out from the main entry of the site on Victoria Street. No access will be provided from Brougham Street or Hourigan lane

The entry and lobby will be clearly identified and will be managed by a concierge that is staffed during normal operating hours from early morning to late evening. The hotel will continue to be managed by staff on site overnight to manage early/late arrivals and departures.

## 2.11 Drop Off and Pick Up

Drop off and pick up will occur from the loading zone to be located immediately in front of the Victoria Street Entry. This will accommodate any short term (less than two minute) drop off/ pick up activity



associated with the hotel during loading zone hours, as well as longer term (up to 10 minute) drop off/ pick up activity outside loading zone hours.

Considering the premium nature of the future hotel use, it is not anticipated to cater for large groups of tourists and is likely to attract smaller groups (and business travellers) instead that will be transported by vans and minibus or Uber, taxi etc. Should larger transport be used by patrons, the vehicle will be required to park legally within the road network.

### **2.12 Period of Stay**

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 as per DCP 2012.

### **2.13 Cleaning and Maintenance**

The hotel will be cleaned regularly, with the staff also responsible for monitoring and maintain the areas surrounding the premises to ensure it is kept clean and tidy. Hotel rooms will be cleaned on a daily basis when occupied.

Access and building entries, including fire escapes, internal areas and corridors will be kept free of any obstructions and cleaned regularly.

The building, façades and entries will be regularly maintained. This includes light fittings, and any mechanical plant and equipment, to ensure that it does not cause any impacts to the amenity of surrounding properties.

### **2.14 Deliveries and Servicing**

All loading activity will be accommodated within the Victoria Street loading zone within the specified periods.

A service lift will be installed on the Victoria Street frontage (in the location of the existing keg ramp that serviced the previous use). The service lift will transport goods to both level one and basement facilitating efficient transport of goods to the relevant areas. Internal site connections and corridor will ensure efficient movement of goods to the Brougham Street terraces.

It is expected that all deliveries and servicing of the future operator will adhere to the following standards:

- Deliveries of all goods and services, and collection of waste and other materials associated with the use is to occur via Victoria Street.
- Loading and servicing is encouraged to occur during standard hours. If access is required outside these hours, arrangements are to be made with on-site staff.
- The majority of goods delivered, as well as waste collection will occur during off-peak periods, where possible to limit disturbance to hotel operations and other uses on Victoria Street.
- Delivery vehicles are to be as small as practicable
- Delivery/servicing vehicles are to abide by all on-street restrictions, including loading and servicing.
- Deliveries will not be made or received via the Hourigan Lane entry, except where otherwise not practical from Victoria Street.
- No deliveries or servicing are to occur from Brougham Street.
- Management are responsible for coordinating delivery and servicing times so that overlapping of delivery vehicles are avoided.

### **2.15 Waste Management, Storage and Collection**

Waste collection will occur from the Victoria Street loading zone, with bin storage proposed within the basement of the Piccadilly hotel and transferred to the street via the goods lift (in place of the existing keg ramp).

### **2.16 Emergency Management Evacuations**

The operator is to ensure staff are provided a copy of the POM, Emergency Management Plan and Fire Evacuation Plan including knowledge of assembly areas. A trained fire warden will be present on site at all times.

Floor layouts and emergency evacuation information is to be posted in each level of the hotel (including rooms), ensuring patrons are aware of fire safety information.

### **2.17 Incident Response**

A register will be held on site to identify any incidents or complaints. The details of the register will be maintained to be available for inspection by the NSW Police or Council if requested.

The incident response procedures including robbery, are to be included in the staff induction process. All complaints and incidents will be reviewed on a regular basis and any amendments required to be made to processes and procedures will be implemented.

### **2.18 Complaint handling**

The following details of complaints are to be recorded in the register.

- Date and time of the incident that led to the complaint
- Nature of the incident
- Address and contact details of the complainant
- Any actions proposed to deal with the complaint

All complaints should be prioritised and actioned by staff as soon as practicable.

### **2.19 Health and Safety**

All required OHS procedures will be created by the operator and implemented as part of the use. All stated health and safety regulations will be adhered to as part of the use.

## 3. Security Measures

### 3.1 Staffing and surveillance

All staff will monitor patron and guest behaviour on the site and surrounds. This will be assisted by security personnel and CCTV. Areas of activity and entrances will be monitored for patron behaviour and security of guests.

The frontage of Victoria street will be activated from the Hotel and food and beverage uses with passive surveillance provided to Brougham Street by hotel guests to discourage any antisocial behaviour. Suitable lightning and signage at secondary entries will discourage concealment and improve safety

### 3.2 On Site Management

Staff will be present on site at all times. A Duty Manager will be assigned as the main point of contact at all hours, with contact details available to patrons and guests via reception.

### 3.3 Security Personnel

The operator will provide security staff on-site as/when required by the use and any condition of development consent for operation. The need for, and number/times of, security personnel will be subject to the use.

### 3.4 Hotel Guest Security

All entries, the lobby and common areas will be monitored 24 hours a day via CCTV monitoring, as well as by hotel staff during business hours.

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 on site.

### 3.5 Signage and Lighting

Clearly identifiable signage will be installed on site to indicate restricted/staff only and which publicly accessible area of the building. Lighting will be used as entries to prevent antisocial behaviour (whilst not impacting of amenity of surrounding uses) as well as to identify the main entries of the building from Victoria Street.

### 3.6 CCTV

All entries, the lobby and all common areas will be monitored 24 hours a day via CCTV monitoring, as well as by hotel staff during business hours.

The footage of CCTV will be kept for period required to be available for inspection by relevant authorities if required.

### 3.7 House Rules

The operator is to develop a house policy that will form part of the final POM. This will include specific details of processes for the operator that staff and patrons are required to adhere to.

## 4. Other Relevant Matters

### 4.1 Fire and Safety

The operator will adhere to the compliance requirements of the development consent. The premise is to be regularly checked to ensure fire safety including that all required exits and egress paths are clear and free of locks and obstructions.

### 4.2 Updates to Indicative Plan

It is a requirement that this indicative POM is updated by the future operator as part of the Development Application and any relevant conditions of the development consent.

### 4.3 Amendments to the Plan

The POM will be reviewed periodically to identify where operational and safety practices can be improved.

If, in circumstances where better management or improved amenity outcomes can be achieved revisions to the POM will only be made in consultation with City of Sydney Council and any other stakeholders as relevant (including NSW Police).