

30 April 2025

Joseph Ajaka & Aston Weber
Barings Real Estate Australia
Level 12
60 Castlereagh Street
Sydney NSW 2000

By email: joseph.ajaka@barings.com & aston.weber@barings.com

Dear Joseph & Aston

Re: Plan of Management for hotel + hospitality elements at 83-99 North Terrace, Bankstown

We are pleased to submit the enclosed Plan of Management (POM) for the proposed hotel and associated hospitality components at 83-99 North Terrace (Compass Centre), Bankstown. This POM specifically addresses the hotel (Building A) which comprises 169 guest rooms, an all-day dining restaurant, a hotel bar, conference facilities, a gym, and a rooftop bar. The residential, retail, medical, and childcare elements form part of the broader mixed-use development and are not addressed in this report by THSA.

In the absence of a Plan of Management framework provided by Canterbury-Bankstown Council, this POM has been prepared using Schedule 3.2 of the Sydney Development Control Plan 2012 as a comprehensive reference point and guide. This framework has been applied by THSA to guide operational strategies, amenity management, and compliance measures to ensure the proposed hotel integrates appropriately with the surrounding community.

The POM aligns with the design and operational intent illustrated in the architectural plans prepared by PTW Architects (DA submission dated 22 April 2025). It also responds to the standards for visitor accommodation and hospitality venues as set out in Schedule 3.2 of the City of Sydney's POM (refer Appendix 1).

This plan is provided in Word format as it is intended/assumed that you will cut and paste from it into your own branded DA application. However, should you prefer to do so, you may attach the THSA-branded document to the DA.

We trust that this Plan of Management provides the necessary detail to support the assessment of the hotel and hospitality components of Barings' development application to Canterbury-Bankstown Council. Please do not hesitate to contact us for further clarification or additional information.

Yours sincerely,

A handwritten signature in blue ink, appearing to be 'RP' or 'Rodger Powell'.

Rodger Powell,
Managing Director
THSA Hotel Advisors

Quality information

Client:	Barings Real Estate Australia
Project title:	Plan of Management for hotel + hospitality elements at 83-93 North Terrace, Bankstown
Report Author:	Heather Linnell heather.linnell@thsa.com.au
Project Lead:	Rodger Powell
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Issue:	Draft v1
Date:	30 April 2025

Disclaimer

Whilst all care and diligence have been exercised in the preparation of this report, THSA does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission, or negligence on the part of THSA or their employees. Any forecasts or projections used in the analysis can be affected by a number of unforeseen variables. As such, no warranty is given that a particular set of results will in fact be achieved.

Note

This report has been prepared for Barings Real Estate Australia using images to communicate project content. Please note that copyright on images has not been sought as this report is intended for internal distribution only.

Overarching assumptions

- It is assumed that an experienced branded global hotel operator will manage the hotel, restaurant, rooftop bar, and conference facilities. The residential, retail, medical, and childcare components of the wider development will be managed separately under distinct ownership or tenancy arrangements.
- This POM has been prepared based on the architectural drawings prepared by PTW Architects and reflects the design, layout, and operational intent illustrated in the DA submission package dated 27 February 2024.
- The POM has been developed without specific input from the incoming hotel operator. However, it assumes that the property will be managed by a professional and competent hotel management team with a proven track record in mixed-use and hospitality operations. Any significant deviation from this assumption, such as the appointment of an inexperienced operator, may impact the relevance and effectiveness of the strategies proposed.
- The recommendations and strategies outlined in this POM are intended to ensure operational compliance, support efficient management practices, and safeguard amenity for surrounding residents and stakeholders. Their effectiveness is contingent on faithful implementation.
- This POM assumes that any future changes to operational practices, tenant mix, or internal configurations will remain aligned with the overall objective of minimising adverse impacts on the local community and maintaining compliance with relevant planning controls.
- It is the responsibility of Barings to confirm their ability and commitment to implementing the measures outlined in this document. Failure to adhere to the strategies described may adversely affect both operational outcomes and community relations.
- The responses provided in this POM address the requirements of Schedule 3.2 of the Sydney Development Control Plan 2012, used here as a reference in the absence of a specific framework from Canterbury-Bankstown Council. This document is intended to support Barings in finalising their Development Application and may require further refinement prior to submission.

Development proposal

Barings is proposing the development of a mixed-use precinct at 83-99 North Terrace, Bankstown (Compass Centre), anchored by a 169-room hotel (Building A). The hotel will include an all-day dining restaurant, a dedicated hotel bar, conference facilities, a gym, and a rooftop bar. It will form part of a larger development that also includes residential apartments (Buildings B and C), retail tenancies, a medical suite, and a childcare centre. Each use has been designed to operate independently, with dedicated lobbies, lifts, and waste management systems to ensure functional separation and a high level of amenity for all users.

Summary of facilities

Level	Description
Basement 1	• Operational hub for logistics, laundry, waste, and staff circulation.
Basement 2	• Plant, parking, and supporting utilities.
Ground Level	• Hotel entry, guest access, and retail frontage along North Terrace.
Level 1	• Vertical circulation and BOH interface within retail-dominated floorplate.
Level 2	• Hotel administration, staff amenities, and operational offices.
Level 3	• Plant and engineering services supporting hotel operations.
Level 4	• Reception, restaurant, gym, library, and function space - core guest activity level.
Level 5	• Ballroom, bar, banquet kitchen, and major conference/function spaces.
Levels 6-18	• Guest accommodation: 169 rooms with standard, superior, and suite mix.
Level 19	• Rooftop bar and terrace with supporting back-of-house and plant areas.

Source: PWT Architects (April 2025)

Refer to the table overleaf for a detailed description of facilities on each level of Building A. Architectural drawings provided by PTW Architects are provided in Appendix 2.



Detailed facilities mix

Basement 2	Engineering + plant infrastructure	• Generator fuel tank room + pump • Grease arrestor room (x2) • Sewer pump room
	Vertical circulation/access	• Goods lift core (AG1 / AG2) • Lift pit (associated with hotel lifts) • Service corridors and vehicle ramps providing access to B01 and upper levels
	Parking	• Designated hotel parking bays, located among general parking (serving residential and retail elements)
Basement 1	Back-of-house operational areas:	• Executive housekeeping office (x2) • Housekeeping team room • House laundry • Clean linen store • Soiled linen store
	Engineering + maintenance:	• Engineering workshop • Engineering stores • Engineering office + workstation • Plant room
	Waste management:	• Hotel waste room • Recycling store • Cardboard store • Refuse room • Compactor room
	Security + dock management:	• Security room • Dock control + security office
	Other operational amenities:	• Hotel end-of-trip (EOT) facilities • Bulk stores • BB hot water room • Chiller plant room • Dock circulation + loading zones • Trolley store
Ground floor ¹	Hotel entry + reception:	• Main hotel entry is directly accessible from North Terrace. • The hotel lobby (Lobby A1) and adjacent secondary lobby (Lobby A2) are used for circulation and guest reception.
	Guest vertical circulation:	• Direct access to three hotel guest lifts (AH1-AH3) servicing the upper accommodation levels • A secondary circulation core (Lobby A2) containing Building A's goods lifts (AG1 and AG2) and access to hotel back-of-house and service areas • Stair access adjacent to the lift core.
	Hotel-only services:	• Clearly defined hotel drop-off zone along North Terrace. • Service area adjacent to lobby zone for operational/back-of-house support.
Level 1		• This level is dominated by a large Metro Store (retail use) and related back-of-house retail areas (not hotel-managed), with hotel functions limited to vertical circulation and BOH interface zones.
Level 2	Back of house administration:	• General manager + Executive PA office • F+B executive office • Finance offices (x2) • Sales + marketing office • Reservation admin office / reception / sales + marketing / cashier space • IT manager office • Admin meeting room • Interview room • HR manager support office • Training room • Secure store • Print room • Admin + staff room
	Staff + operational areas:	• Staff dining + lounge area • Outdoor terrace (linked to staff lounge) • First aid room • Security office
	Vertical circulation	• Hotel Guest Lifts (AH1-AH4) (although not accessible to guests) • Hotel Goods Lifts (AG1 + AG2)

	Parking	• Fire stairs • Access via Lobby A2 • Hotel parking + accessible hotel parking and other non-hotel-specific parking
Level 3	Mechanical + plant services	• Hotel Level 02, 04, and 05 FOH AHU Plant Rooms (located adjacent to the western façade) • These house air handling units for different levels of the hotel and form part of the back-of-house mechanical infrastructure. • Grease arrestor room
	Engineering + services	• Hotel main switch rooms - critical for electrical infrastructure and building services management.
	Vertical circulation	• Hotel guest lifts (AH1-AH4) • Hotel goods Lifts (AG1 + AG2) • Stairwell access to Lobby A2
	External areas	• A landscaped open-air terrace, possibly shared between the hotel and other components
Level 4	Front of house	• Hotel lobby + reception (with baggage storage area) • All-day dining restaurant with indoor + outdoor terrace seating • Library lounge • Medium-sized function room • Hotel gym • Guest bathrooms
	Back of house	• Commercial kitchen servicing the restaurant + function space • Support staff offices
	Vertical circulation	• Hotel guest lifts (AH1-AH4) • Hotel goods Lifts (AG1 + AG2) • Stairwell access to Lobby A2
Level 5	Front of house	• Ballroom - large-format event/function space with flexible layout. Divisible space (via operable wall). Direct access to the pre-function area • Pre-function area - open space for gathering and event registration • Medium function room - secondary, more intimate meeting or event space • Bar - hotel bar opening up onto a landscaped terrace. • Guest bathrooms
	Back of house	• Commercial-grade kitchen for banquet and event service • Furniture stores for the storage of banquet and meeting furniture • AV room for storage of equipment to support events
	Vertical circulation	• Hotel guest lifts (AH1-AH4) • Hotel goods Lifts (AG1 + AG2) • Stairwell access to Lobby A2
Level 6-18	Guest rooms	• 117 x standard rooms (9 rooms on each level) (@ 26.2 sqm each) • 13 x superior rooms (1 room on each level) (@ 29.5 sqm each) • 26 x 1.5 bay suites (2 rooms each level) (@ 41.5 sqm each) • 13 x 2-bay suites (1 room on each level) (@ 51.7 sqm each) • Total guest rooms = 169 (13 rooms on each level)
	Back of house	• Housekeeping room on each level
	Vertical circulation	• Hotel guest lifts (AH1-AH4) • Hotel goods Lifts (AG1 + AG2) • Stairwell access to Lobby A2
Level 19	Front of house	• Rooftop bar - open-air guest bar with outdoor seating and landscaped surround's view views towards the Blue Mountains and to Sydney city
	Vertical circulation	• Hotel guest lifts (AH1-AH4) • Hotel goods Lifts (AG1 + AG2)
	Plant area	• Dedicated plant/equipment zone located on the southern portion of the roof

Note:

¹ Although retail tenancies occupy much of the ground floor, the hotel maintains a clearly defined and welcoming street presence along North Terrace. Guests benefit from direct access via a dedicated entry and drop-off zone, with secure vertical circulation provided by hotel-only lifts. The layout ensures clear physical and operational separation from adjacent retail uses, supporting guest privacy, security, and a high-quality arrival experience. While Fetherstone Walk offers supplementary pedestrian access and visibility, it does not function as a primary hotel entry.

Response to the Plan of Management

Without the guidance of an Operational Plan of Management framework from Canterbury-Bankstown Council, this document has been prepared with reference to *Schedule 3.2 "Plan of Management Requirements"* under the *Sydney Development Control Plan 2012*. This framework has been used as a comprehensive and relevant benchmark for outlining the proposed development's operational strategies, amenity management, and compliance measures to ensure the hotel and hospitality uses integrate appropriately with the surrounding community.

Site and locality details

(i) Primary and secondary uses

The primary uses of the proposed development include:

- **Hotel:** An upscale hotel comprising 169 guest rooms spread across Levels 6 to 18, offering a mix of standard, superior, and suite accommodation.

Secondary/ancillary uses include:

- Hotel amenities include:
 - All-day dining restaurant on Level 4, opening onto a landscaped terrace
 - Rooftop bar on Level 19 with outdoor seating and landscaped surrounds
 - Medium and large function rooms, including a divisible ballroom, pre-function space, and bar (Levels 4 and 5)
 - Guest gym, library lounge, and business/meeting areas located on Level 4
- Back-of-house infrastructure incorporating:
 - Extensive staff and service areas including offices, staff amenities, kitchens, goods lifts, laundry, waste facilities, and engineering plant spread across multiple floors, including B1, L2, and L3.

Floor plans detailing these uses are presented in Appendix 2.

(ii) Active areas adjacent to boundaries

- The main hotel entry and lobby are located along North Terrace, adjacent to a dedicated hotel drop-off zone. This provides active frontage and enhances the public realm through a clearly defined and welcoming arrival point.
- A series of retail tenancies front North Terrace, Fetherstone Walk, and Compass Way, contributing to activated street edges around the site.
- While the hotel, restaurant, or rooftop bar plans do not show designated queuing areas, informal queuing may occur outside the main hotel entry or within internal circulation zones.
- Loading and service access are managed via the basement levels, with vehicle access points located off Fetherstone Street. This separation of back-of-house functions from the primary pedestrian interfaces minimises disruption to surrounding public areas.

Further details on queuing management are outlined in Section (v)

(iii) Floor plan details

The architectural plans show the proximity of active frontages and openings to neighbouring uses (refer to Appendix 2).

Key layout elements include:

- The ground-floor hotel entry and lift lobby are set back from North Terrace and surrounded by active retail, which provides clear delineation and buffers from pedestrian traffic.
- No public-facing restaurant or pub exists on the ground level of Building A; these are located on upper levels (Level 4 and above), reducing the impact on surrounding public areas.
- The rooftop bar on Level 19 includes outdoor seating within a landscaped terrace and is set back from the building edge to minimise overlooking and noise spill toward adjacent residential buildings.
- Hotel guest rooms are located on Levels 6-18 and are oriented away from sensitive boundaries. Room layouts are consolidated to the western and southern sides of the building, ensuring no direct visual or noise impact on nearby apartments at 3-7 Fetherstone Street, which are buffered by podium levels and plant areas.

(iv) Maximum capacity

The maximum capacity for the proposed development is as follows:

Facility	Max guests	Estimated staff	Total Persons
Hotel rooms	338 ¹	50	388
Hotel restaurant 168 sqm	95 ²	11	106
Library lounge 36 sqm	20 ²	3	23
Hotel bar 81 sqm	48 ²⁺³	7	55
MICE/ meeting rooms 453 sqm	226	14	240
Hotel rooftop bar 74 sqm	34 ²	4	38
Total	761	89	850

Note:

¹ Hotel rooms capacity is based on full double occupancy across 169 rooms (i.e. 338 guests at 100% occupancy). This represents the theoretical maximum and does not reflect typical operational conditions, which vary based on seasonality, booking patterns, and room types. The figure is provided for illustrative purposes only.

² The restaurant's guest capacity reflects the total number of patrons who can be accommodated simultaneously, including hotel guests and external visitors. Please note that this may result in partial double-counting, as hotel guests utilising the restaurant are also included in the hotel room capacity.

³ The hotel bar capacity similarly includes a mix of hotel guests, local patrons, and conference attendees. Some conference attendees may stay at the hotel, while others may be accommodated off-site. As such, the guest count may overlap with other facility areas.

⁴ Staff numbers are indicative only and will vary by day and time depending on operational needs, event bookings, and guest volumes.

(v) Waste storage areas

Dedicated waste storage areas are located on Basement Level 1, supporting operational efficiency and segregation of waste streams. Based on the architectural drawings, the following provisions apply:

- Separate hotel waste management areas, including linen stores, waste handling, and BOH corridors, are included in the back-of-house zone, but precise floor areas or sqm allocations are not specified in the plans provided.
- Waste is likely managed via internal loading and back-of-house lifts, with access to waste compactors and collection areas located within the lower basement levels.
- Note: Residential and retail waste facilities are not located within Building A and are managed separately as part of the broader mixed-use development.

(vi) Air conditioning, exhaust systems and security alarms

- Mechanical plant rooms, including AHU (air handling unit) spaces, are distributed across several levels, including Level 3 and the rooftop (Level 19), to serve the hotel. These are located away from sensitive frontages to minimise noise and visual impact.
- Rooftop plant is separated from the rooftop bar and screened by landscaped areas to reduce acoustic and visual intrusion.
- Security alarm systems are expected at key entry and service points, including the hotel lobby and rooftop bar. However, detailed security layouts have not been provided, so alarm placement and surveillance coverage cannot be confirmed at this stage.

(vii) Pedestrian routes

Pedestrian circulation around the site is well integrated with the surrounding Bankstown city centre. Key features include:

- Primary hotel access via North Terrace, with a dedicated hotel drop-off zone and landscaped pedestrian path leading to the hotel lobby.
- Fetherstone Walk provides additional pedestrian connectivity between North Terrace and Compass Way but is not a main point of guest arrival.
- The site is located within a 400m walkable catchment of Bankstown Train Station, the future Metro station, and the main bus interchange along North Terrace, providing convenient access for local and regional travellers.
- Clearly defined pedestrian corridors link the hotel to:
 - Swane Reserve
 - Paul Keating Park
 - Bankstown Council Chambers
 - Bankstown Central retail precinct
 - University of Western Sydney
- Emergency exits are located across various levels of the hotel, connecting directly to the public realm and compliant with safety regulations.

(b) Operational details

(i) Overview of the organisation

Company/licensee/proprietor

The proposed hotel at the Compass Centre, Bankstown, is intended to be operated by a globally branded hotel group, with Barings actively progressing discussions with potential international operators. While a formal appointment has not yet been made, the objective is to engage a professional hospitality brand with demonstrated expertise in managing upscale, mixed-use developments. This includes experience in operating full-service hotels with multiple food and beverage outlets and conference facilities. The hotel – comprising 169 guest rooms, an all-day dining restaurant, rooftop bar, and function spaces – will be managed by a dedicated on-site team, operating under the brand's service standards.

Number and type of staff

Department	Position	FTE
Front of house	Rooms Manager	1.0
	Receptionists	5.0
	Reservations	3.0
	Night auditor	1.3
	Concierge	1.3
	Security	3.0
	Sub-total:	13.6
Back of house	Housekeeping staff	14
	Head housekeeper	1.3
	Public area cleaners	3.0
	Maintenance technicians	2.0
	Maintenance manager	1.3
	Sub-total:	18.6
Management + finance	Hotel manager	1.0
	Assistant manager	4.0
	Sales + marketing manager	2.0
	Sales team	3.0
	Finance	4.0
	Sub-total:	14
Restaurant + rooftop	Waitstaff	12.0
	Bartenders	6.0
	Runners / bussers	4.6
	Hosts	4.0
	Sub-total front of house:	26.6
	Head chef	1.0
	Sous chefs	2.6
	Line cooks	5.0
	Dishwashers	4.0
	Sub-total back of house	12.6
	Food + beverage manager	2.6
	Restaurant supervisor	1.3
	Bar supervisor	2.6
	Sub-total management	6.5
Conference + meetings	Banquet Manager	1.0
	Event coordinator	2.0
	Banquet supervisors	2.0
	Banquet attendants	8.0
	AV/Tech support	1.3
Total hotel staff		89.5

Liquor Licences

In accordance with Liquor & Gaming NSW regulations, appropriate liquor licences will be secured for the hotel's hospitality operations. These are expected to include:

- An on-premises licence for the all-day dining restaurant and function areas, including the ballroom and medium function rooms.
- A hotel licence covering the rooftop bar and general hotel bar areas to ensure full compliance with liquor licensing requirements for visitor accommodation venues.

Further details on RSA practices are provided in Section f (vi)

Engagement with NSW Police, local community and resident groups

The hotel operator will actively engage with NSW Police and the Bankstown community to support safe, responsible operations. Proposed actions include:

- Regular communication with Bankstown Police Area Command to coordinate patron management strategies and support community safety.
- Engagement with nearby residential stakeholders, including occupants of 3-7 Fetherstone Street and surrounding precincts, particularly in relation to noise, traffic, and late-night activity associated with the rooftop bar and function spaces.
- Implement a formal complaints management process to handle community feedback transparently and on time.

Membership of Licensing Accord

The hotel will operate as an active member of the Bankstown Liquor Accord, a voluntary partnership supported by Canterbury-Bankstown Council, NSW Police, and Liquor & Gaming NSW. Participation in the Accord will ensure alignment with best practices in responsible alcohol service, harm minimisation, and collaborative community engagement while supporting the safety, amenity, and vibrancy of the local area.

(c) Hours of operation

(i) Current trading hours

This is a new development; therefore, no current trading hours exist for the premises.

(ii) Proposed operating hours

The following schedule outlines the proposed operating hours for each area of the premises, detailing the range for each day of the week:

- Hotel restaurant: Monday to Sunday: 6.30 am to 9.30 pm
- Hotel Restaurant Terrace: Monday to Sunday: 8.00 am to 8.30 pm
- Hotel Bar: Monday to Sunday: 4.00 pm to 10.00 pm
- Hotel rooftop bar: Monday to Sunday: 4:00 pm to 11:00 pm
- MICE Facilities: Monday to Sunday: 8.00 am to 12.00 am

(d) Noise

Note: The noise management actions identified below (and elsewhere within this POM) are intended to establish a baseline operational framework for managing acoustic impacts. While an acoustic report has not yet been completed, it is anticipated that one will be required as part of the development approval process. That report will provide a detailed assessment of noise and vibration impacts, confirm compliance with relevant standards and guidelines, and inform final mitigation strategies to be incorporated into the hotel's detailed design and operational procedures.

(i) Identification of likely noise and vibration sources

The following potential noise and vibration sources associated with the operation of the Compass Centre hotel have been identified:

Live entertainment and amplified sound

- Rooftop bar (Level 19):
 - While a final decision regarding live entertainment is yet to be made, any future inclusion (e.g. DJs or acoustic performers for special events) may result in elevated noise levels during evening periods. While designed to enhance guest experience, the rooftop bar's open-air setting introduces the potential for airborne noise to travel beyond the site. It is intended that there not be amplified live music in the rooftop bar.
 - Importantly, residential apartments in Buildings B and C directly adjoin the southern boundary of Building A and rise to 23 storeys. These towers include apartments that are at or above the level of the rooftop bar, increasing the likelihood of noise exposure from music, amplified sound, or patron activity if not appropriately managed.
 - The hotel will implement measures to mitigate noise impacts, including design strategies, operational controls (e.g. sound level measurement and management, curfews), and patron behaviour policies. However, the proximity and height of neighbouring residences highlight the importance of considering these impacts at the outset of design and operational planning.
 - It is anticipated that further details will be provided in the Acoustic Report, which will support the Development Application and guide the development of targeted mitigation strategies.
- Restaurant/lounge (Level 4):
 - Background music will enhance the dining atmosphere, with sound levels expected to be kept at a moderate, controlled level.
 - As this area is internal, it presents a lower risk of airborne noise spill compared to external venues. However, during periods of high occupancy and evening operation, particularly when the adjacent outdoor terrace is in use, there is potential for elevated noise levels. Proximity to residential apartments in Buildings B and C means these periods may require additional operational controls to minimise disturbance.

Patron-related noise

- Hotel entry and exit noise:
 - Patrons arriving at or departing from the hotel via the North Terrace entry may generate short-term noise, particularly during peak arrival and departure times (e.g. check-in/check-out, event start and finish times).
 - Late-night dispersal following events or visits to the rooftop bar may result in increased activity and vocal noise near the hotel entry.
- Lingerers patrons:
 - Small groups of patrons may congregate briefly near the hotel entrance or rooftop bar lift lobby while waiting for transport.
 - If unmanaged, this may contribute to prolonged low-level noise, especially during evening hours and near residential dwellings in Buildings B and C.
- Drop-off and pick-up noise:
 - Noise from taxis, rideshare services, or private vehicles accessing the North Terrace drop-off zone may include car doors, engines, and short conversations.
 - Idling engines and vehicle turnover during event or rooftop bar peak periods may temporarily raise ambient noise levels.
- Queue management:
 - While no external queues are anticipated, staff may be required to manage internal guest flow within the hotel lobby or lift core during peak periods (e.g. rooftop bar entry or event start times), to ensure smooth circulation and minimise disruption to guests and residents.

Note: These impacts are expected to be mitigated through effective operating hours management, staff and/or security presence at entry points, and clear patron behaviour expectations, particularly during evening periods or when functions are in progress.

Mechanical plant and equipment

- Continuous operational noise from rooftop and basement air conditioning and ventilation systems serving hotel facilities, including the restaurant, function spaces, guest rooms, and rooftop bar.
- Equipment using refrigeration and exhaust fans in the kitchen areas for the restaurant and rooftop bar may also contribute to low-level ambient noise.

Waste disposal activities

- Noise from waste sorting, compacting, and bottle collection in hotel back-of-house areas, including kitchen and bar waste.
- Noise from scheduled waste collection and removal, particularly for glass bottles from the rooftop bar or restaurant, may produce sharp or disruptive noise if not timed and managed carefully.

Delivery and service operations

- Delivery trucks servicing the restaurant, rooftop bar, and function spaces may generate noise from reversing beepers, unloading goods, and engine idling.
- The unloading of beverage crates, kegs, and other supplies for the hotel's food and beverage outlets may also generate noise, particularly in the early morning or evening.

Employee and maintenance activities

- Cleaning operations associated with the restaurant, rooftop bar, and function spaces, particularly if conducted late at night or early morning, may generate operational noise (e.g. vacuuming, moving furniture).
- Routine maintenance will involve the use of power tools and other equipment to maintain hotel plants and facilities.
- Activities such as HVAC servicing, plumbing, building repairs, or electrical work may result in temporary disturbances.

Emergency and security systems

- Fire alarms and evacuation signals may generate loud, intermittent noise during regular testing or emergencies.
- Security systems may generate occasional noise from intruder alarms or tamper alerts.

(ii) Noise and vibration attenuation measures

The following measures will mitigate noise and vibration impacts:

Live entertainment and amplified sound

- Rooftop bar (Level 19):
 - Directional speakers will be used to focus sound inward and reduce spill into surrounding areas, particularly toward Buildings B and C.
 - Landscaped barriers and built form screening will assist in minimising open-air noise transmission.
 - If live entertainment is introduced, it will be subject to operational controls, acoustic rather than electronic, including limits on duration and scheduling to reduce disturbance to nearby residents.
- Restaurant/lounge (Level 4):
 - Although internal, evening use and high occupancy, particularly in conjunction with the outdoor terrace, may increase the potential for noise spill.
 - Sound levels will be kept at a moderate level, and operational policies will be implemented to minimise structure-borne or incidental noise affecting nearby residential buildings.

Patron-related noise

- Staff will actively monitor and manage guest circulation within the hotel lobby and rooftop bar lift core during peak periods.
- Employees will be trained to manage noise-related issues, including encouraging quiet behaviour at entry and exit points.
- Security staff will be deployed during key hours to discourage lingering and assist with orderly dispersal, particularly after the rooftop bar closing.
- Clear signage will be installed at all exits to remind guests to respect neighbouring residences and reduce noise upon departure.
- The designated drop-off and pick-up zone along North Terrace will be clearly signed and illuminated, minimising loitering and confusion during peak periods.

Mechanical plant and equipment

- Soundproof enclosures will be installed around the rooftop and Level 3 mechanical plant, including air conditioning units and exhaust systems.
- Vibration isolation pads and low-noise fans will be specified to reduce structural vibration and airborne sound.
- A regular maintenance schedule will ensure equipment operates quietly and efficiently.

Waste disposal activities

- Waste handling will be carried out within dedicated basement service areas, preventing the placement of bins on public streets.
- Glass waste from rooftop and restaurant bars will be stored and removed internally, and noise-intensive activities will be scheduled outside sensitive hours.
- Loading and waste transfer areas will be acoustically treated and located away from residential entry points.
- Rubberised wheels and padded bins will be used to reduce impact noise during internal transport.

Delivery and service operations

- Deliveries will be scheduled to avoid sensitive times and coordinated through the basement-level loading dock.
- Delivery vehicles will access via designated routes to avoid disruption to the North Terrace pedestrian frontage.
- Rubberised surfaces in the loading zone will reduce cart and trolley noise.

Employee and maintenance activities

- Cleaning and maintenance of hotel spaces—including the restaurant, rooftop bar, and function rooms—will be scheduled for daytime or early evenings where possible.
- Staff will use noise-dampened tools, and operational training will include noise-conscious procedures.
- Maintenance involving HVAC systems, repairs, or building services will be undertaken with attention to acoustic impacts, particularly near shared structural walls or residential interfaces.

Emergency and security systems

- Fire alarm testing will occur during non-operational hours, with advance notice provided to neighbouring residents where possible.
- Modern security systems with low-noise tones will be installed to reduce nuisance alarms.

Other continuous operational noise

- Acoustic dampers will be installed in kitchen exhaust and ventilation systems to reduce ongoing mechanical noise during food service periods.

Additional measures

- Real-time noise monitoring systems will be installed to ensure compliance with Australian Standards AS 1055, especially during rooftop bar and event operations.
- Noise monitors will be placed at strategic points, including boundaries near Buildings B and C, to track impacts on sensitive receivers.
- Monitoring records will be maintained for at least 24 months and made available to relevant authorities upon request.
- The hotel will regularly review data and update its noise management procedures, as necessary.
- A noise complaints register will be maintained and managed in accordance with Section d (iv), including documentation of all actions taken in response to community feedback. [Noise complaint handling procedures are outlined in Section d \(iv\).](#)

(iii) Compliance with noise and vibration standards

The proposed Compass Centre hotel development will strictly adhere to all applicable noise and vibration standards, ensuring that operations are managed in compliance with regulatory requirements. Detailed measures include the following:

Australian Standards AS 1055: Acoustics—Description and Measurement of Environmental Noise

The development will comply with the guidelines outlined in AS 1055, which specify methods for the description and measurement of environmental noise, including:

- A baseline noise assessment will be conducted (if required) through pre-construction noise surveys to establish a reference point for comparison.
- Regular operational noise monitoring will measure emissions from rooftop bar activity, function spaces, mechanical equipment, and general guest movement to ensure compliance with permissible levels.
- All hotel operations will be designed to meet the noise criteria outlined in AS 1055 for mixed-use environments, with a focus on preventing significant impacts to residential apartments in Buildings B and C and other nearby sensitive receivers.

EPA Industrial Noise Guidelines

The NSW Environmental Protection Authority's Industrial Noise Guidelines will be used to assess and regulate ambient noise levels associated with the hotel. Compliance measures include:

- It is presumed that a detailed Acoustic Report will be prepared to evaluate potential noise impacts and identify appropriate mitigation strategies.
- Noise emissions from the rooftop bar, restaurant, function areas, and mechanical plant will be controlled to ensure they do not exceed allowable levels at the property boundary or within neighbouring residences.
- Protocols will be established for managing potential peak noise periods, including rooftop bar events or large functions, by limiting the timing and duration of amplified music or gatherings.
- Meteorological conditions such as wind and temperature inversions will be considered in assessing noise propagation, with adaptive responses as needed.

Protection of the Environment Operations Act 1997 (POEO Act)

The Compass Centre hotel will operate in accordance with the POEO Act to minimise and manage environmental noise pollution. Key actions include:

- Ensuring that any activities involving amplified sound or large functions meet the requirements of the POEO Act, including conditions relevant to a hotel liquor licence and associated use approvals.
- Engineering and administrative controls will be implemented to prevent noise pollution, including:
 - Use of soundproofing materials in noise-sensitive areas (e.g. rooftop bar, function spaces)
 - Installation of sound limiters on applicable sound systems
 - Waste collection and deliveries to be scheduled during non-sensitive hours
 - A comprehensive complaints handling procedure, including a complaints register, as required under the POEO Act

Additional measures to ensure compliance

- Independent acoustic testing will be undertaken during and, where applicable, after construction for all key operational areas, including the rooftop bar, restaurant, and function rooms, to certify compliance with acoustic requirements.
- Noise monitoring records will be securely maintained for a minimum of 24 months and made available to relevant authorities upon request.
- Real-time noise monitoring systems will be installed to continuously measure and log sound levels, with capability for immediate response if thresholds are exceeded.
- All mechanical plant and equipment will include vibration isolation systems, ensuring compliance with applicable Australian Standards, ensuring disturbances to neighbouring residential towers (Buildings B and C) are minimised.

(iv) Management of noise complaints and control strategies

Noise complaint handling procedure

- A comprehensive noise complaints register will be maintained to document and track all noise-related complaints. The register will include:
 - Date and time of the complaint
 - Complainant's name, contact details, and address (if provided)
 - Nature of the complaint (e.g. specific noise source, time of occurrence)
 - Staff member(s) handling the complaint
 - Actions taken to investigate and resolve the issue
 - Follow-up communication and resolution outcome

Dedicated contact for complaints:

- A 24/7 complaints contact line will be established and shared with residents of Buildings B and C and other relevant stakeholders.
- A designated hotel representative will manage noise complaints and ensure timely and transparent responses.
- Complaints will be acknowledged within 24 hours, with investigations and corrective actions initiated immediately.

Proactive engagement with stakeholders

- Liaison with neighbours:
 - Hotel management will establish communication protocols with neighbouring residents, particularly in Buildings B and C, to provide updates on noise mitigation efforts and respond to emerging issues.
 - Contact details for senior hotel staff will be provided to ensure open and accessible communication.
- Collaboration with local police:
 - Management will maintain a cooperative relationship with Bankstown Police Area Command to align on best practices for managing late-night activity and noise-related incidents.
 - Incident debriefs or targeted coordination may occur for major events (e.g. rooftop bar activations or large functions).

Noise control strategies

- Operational adjustments:
 - Amplified sound levels in the rooftop bar and function areas will be monitored and adjusted as needed to maintain compliance with acoustic limits.
 - Use of outdoor areas such as the rooftop bar will be subject to time-based restrictions and controls during evening hours to minimise impact on nearby residents.
- Staff training:
 - Hotel staff will receive training on managing noise issues, including how to de-escalate disturbances and handle guest complaints professionally and respectfully.
- Noise monitoring:
 - Real-time noise monitoring systems will be installed in key areas, including near the rooftop bar and property boundaries shared with sensitive receivers.
 - Automated sound limiters will be installed on amplified sound systems where applicable to prevent exceedances.
 - Monitoring records will be securely maintained and made available to authorities upon request, ensuring regulatory compliance and transparent oversight.

Preventative measures to minimise noise complaints

- Acoustic treatments including barriers, soundproofing, and directional speakers will be used where appropriate (e.g. rooftop bar, function areas) to contain sound and reduce off-site impacts.
- Waste collection and deliveries will be scheduled during non-sensitive periods and conducted via basement-level loading areas, minimising operational noise and public disruption.
- Hotel management will actively monitor on-site sound levels and promptly address any emerging issues to maintain positive relationships with neighbours and uphold community expectations.

(v) Measures to minimise noise from outdoor areas

This has already been discussed in [Section d \(ii\) and \(iv\)](#) in compliance with [Section d \(iii\)](#)

(vi) Noise-limiting devices to be installed

This has already been discussed in [Section d \(ii\) and \(iv\)](#) in compliance with [Section d \(iii\)](#) and summarised below:

- Pre-set sound-limiting devices will be installed on all relevant amplified sound systems to ensure sound levels remain within regulatory thresholds, automatically reducing output if limits are exceeded.
- Directional speaker configurations will be used to focus audio output within designated guest areas (e.g. the rooftop bar and function rooms), minimising noise spill to neighbouring properties, particularly residences in Buildings B and C.
- Real-time noise monitoring systems will be placed in key areas – including near the rooftop bar and property boundaries – to actively monitor sound levels and provide alerts when thresholds are approached.
- Soundproof acoustic doors and double-glazed windows with acoustic seals will be installed in appropriate internal areas, including guest rooms, function areas, and back-of-house zones, to contain operational noise.
- Noise-dampening enclosures will be installed around the rooftop mechanical plant, air conditioning units, refrigeration systems, and kitchen exhaust fans to reduce ambient mechanical noise and protect the surrounding residential amenity.

(di) Security and safety(i) Arrangements for security staff

- The hotel operator will engage with Bankstown Police Area Command during both the planning and operational phases to obtain site-specific recommendations regarding security provisions. Any guidance provided will be implemented to ensure alignment with regulatory requirements and community expectations.
- A minimum of four licensed security personnel will be rostered during peak trading hours, particularly on evenings when the rooftop bar or large functions are operating. Security staff will be assigned to key roles, including:
 - Monitoring the North Terrace hotel entry and drop-off zone
 - Patrolling internal guest areas, such as the rooftop bar, lobby, and function levels
 - Managing guest flow and behaviour during check-out periods or bar closing times
- Security patrols will focus on the building perimeter along North Terrace, Compass Way and Fetherstone Walk, including any external congregation points such as the drop-off zone and smoking areas.
- Security personnel will remain on duty during all hours of rooftop bar operation and for up to one hour after closing, to support safe and orderly guest dispersal.
- All security staff will receive formal training in:
 - Conflict resolution and de-escalation techniques
 - Basic emergency response procedures, including first aid and evacuation
 - Proactive hospitality-oriented engagement practices appropriate to an upscale hotel environment

(ii) CCTV surveillance camera installation

- CCTV cameras will be installed in key operational and public interface areas, including:
 - Hotel entry/exit points (North Terrace and internal lobbies)
 - Rooftop bar and function rooms
 - Drop-off zone, lift lobbies, and smoking areas
 - Basement service access zones (for operational monitoring)
 - Camera systems will feature:
- High-definition resolution (1080p or higher)
 - Night vision capability
 - 30-day recording retention with secure, automatic overwrite
 - Smooth 30 fps recording rate
- Live feeds will be monitored in real-time during operational hours, with footage stored securely and made available to police or regulators upon request.

(iii) Patron Signage

- Professionally designed signs will be placed at all public exits and key transition areas (e.g. lift lobby to rooftop bar), advising patrons to:
 - Leave quietly to respect neighbouring residents (particularly in Buildings B and C)
 - Avoid loitering in shared or public areas
 - Use designated drop-off/pick-up zones efficiently
- Signs will be installed at eye level near exit doors, in lift lobbies, and at the North Terrace building frontage.

(iv) Liaison with NSW Police

- The hotel operator will maintain regular contact with Bankstown Police Area Command, with periodic meetings to:
 - Review security performance and operational arrangements
 - Discuss incident reports and risk mitigation strategies
 - Refine procedures for large events or elevated-risk trading periods (e.g. public holidays)
- Outcomes of each meeting will be documented and integrated into the hotel's broader risk management policies.

(v) Complaints register

- A dedicated operations complaints register will be maintained to record and track all security, safety, and noise-related issues. Each entry will include:
 - Date and time of the complaint
 - Complainant details (if provided)
 - Nature of the issue (e.g. noise, guest behaviour, security concern)
 - Staff on duty and staff responsible for addressing the issue
 - Steps taken to investigate and resolve the issue
 - Any follow-up communication with the complainant
 - Final outcome and preventive measures (if applicable)

(f) Management Measures

General Amenity:

(i) Measures to minimise amenity impacts

Several measures to ensure that the operation of the hotel and hospitality elements of the Compass Centre mixed-use development at 83-93 North Terrace, Bankstown, particularly those related to noise management, patron behaviour, and stakeholder engagement, have already been discussed (refer to [Section d \(Noise\)](#)). Other measures, including traffic and access control, lighting control and public art, are discussed below.

Traffic and access control

- A dedicated hotel drop-off and pick-up zone will be established along North Terrace, adjacent to the main hotel entry. This area will be clearly marked and set back from residential entry points to reduce disruption to residents of Buildings B and C.
- Dedicated areas for rideshare and taxi services will be integrated into the site's operational layout to facilitate orderly and efficient guest transfers.
- Pedestrian pathways along North Terrace, Compass Way, and Fetherstone Walk will ensure safe and accessible guest entry without impeding vehicle access. These will be well-lit and designed in accordance with universal access standards. Secure bicycle parking will be provided at ground level to encourage active transport.

Note: The City of Sydney POM framework requires a formal Signage Strategy to accompany a Plan of Management. While Canterbury-Bankstown Council does not currently have an adopted POM template or signage requirement, a signage strategy may still be a useful supporting document. It can assist in demonstrating that signage will be appropriately scaled, well-located, and sensitive to the mixed-use character of the development, particularly with regard to residential amenity and public interface areas such as North Terrace and Fetherstone Walk.

Lighting control

- Outdoor lighting at the Compass Centre hotel, including at the rooftop bar terrace and North Terrace entry, will use directional fixtures designed to focus light downward and away from surrounding residential apartments in Buildings B and C. Fixtures will be strategically placed to illuminate key pedestrian routes, such as the hotel entry, drop-off zone, and lift lobbies, ensuring adequate visibility without oversaturating or spilling into nearby residential windows.
- Any illuminated signage associated with the hotel will be designed to minimise glare and light spill, with lighting elements either shielded or backlit. Signage lighting will be turned off during non-operational hours, unless required for essential operational or safety purposes.
- Emergency exits, stairwells, and egress paths will include low-intensity, continuous lighting in accordance with Australian Standards to ensure safe evacuation at all times.
- Rooftop bar lighting will consist of warm-toned, low-glare LED fixtures, with dimming capability programmed for automatic reduction or shutdown outside of operational hours to prevent excess illumination of upper-level residences.
- All hotel lighting will utilise LED technology to reduce energy consumption and environmental impact. The lighting strategy will comply with AS 4282: Control of the Obtrusive Effects of Outdoor Lighting and other relevant Australian Standards to ensure minimal disruption to the local environment and neighbouring residents.

Public art

While public art is not a prescriptive requirement under Canterbury-Bankstown Council's current Plan of Management framework, its inclusion is encouraged to enhance placemaking, reinforce local identity, and support a safe and welcoming environment around the hotel.

- The delivery of public art will not be the sole responsibility of the hotel operator. Any public art strategy must be coordinated across the wider Compass Centre development to ensure visual consistency, functional integration, and a cohesive identity across shared public spaces.
- Public art installations will be considered in key pedestrian-facing areas, including North Terrace, Compass Way, and Fetherstone Walk, which form part of the hotel's interface with the broader precinct. These may include murals, facade treatments, or sculptural elements that enhance amenity and contribute to the character of the public realm.
- Visually engaging artworks on building façades or within landscaped setbacks may function as local markers that improve wayfinding and enrich the visitor experience for hotel guests and first-time visitors.
- Creative lighting features, artistic signage, or sculptural ground-level elements could be integrated within the public domain to encourage passive engagement and reinforce the site's civic and cultural value.
- Collaborative or locally commissioned artworks will be encouraged, where feasible, to reflect the cultural diversity of Bankstown and support community identity, while avoiding duplication or conflict with public art delivered by other components of the development.

(ii) Actions to respond to complaints

In addition to the procedures outlined in [Section d\(iv\)](#) for responding to noise and operational complaints, the following actions will also be implemented to support ongoing responsiveness and community engagement:

Consultations with residents

- Management will organise quarterly meetings with neighbouring residents, particularly from Buildings B and C, and local community groups to discuss concerns, provide operational updates, and gather feedback.
- Open forums or informal sessions may be held to foster transparent communication and build strong relationships between the hotel and the local community.
- Advance notice will be provided to residents regarding any significant operational changes to the Plan of Management or planned building works that could temporarily affect amenity.

Discussions with Council officers

- Hotel management will regularly engage with Canterbury-Bankstown Council officers to address operational issues, confirm ongoing compliance with relevant planning conditions, and respond to community feedback.
- Where appropriate, management may prepare summary reports outlining complaint trends, resolution actions, and any operational adjustments made in response to stakeholder concerns.

Liaison with NSW police

- Management will continue to engage with Bankstown Police Area Command to ensure hotel operations uphold public safety and security standards.
- Significant incidents or recurring complaints will be escalated to police where required, and management will seek their advice on appropriate responses.

- The hotel will participate in local safety initiatives, including the Bankstown Liquor Accord, to support broader community wellbeing and proactive issue management.

Public access to Plans of Management

- The Plan of Management (POM) will be made available to the public via the hotel's website and in printed form upon request.
- A summary version highlighting key operational controls and community liaison protocols will be prepared and shared with nearby residents and stakeholders, particularly in Buildings B and C.

Review of existing Plan of Management

- The endorsed POM will be reviewed at least annually, or earlier in response to significant operational changes or the receipt of ongoing complaints.
- The review process will include input from residents, police, and council officers, and will incorporate community feedback to ensure ongoing relevance and regulatory compliance.
- All updates will address recurring concerns and reflect best practices in hotel operations and stakeholder engagement.

Additional measures to address complaints

- Management will proactively monitor on-site conditions, including noise levels, traffic movement in the drop-off zone, and guest behaviour in public-facing areas such as the rooftop bar and hotel entry.
- A dedicated, trained hotel representative will investigate and resolve complaints promptly and respectfully.
- An anonymous feedback channel will be made available to encourage residents and visitors to report issues confidentially and without hesitation.

(iii) A waste management plan for the hotel

The proposed waste management practices for the Compass Centre hotel align with Canterbury-Bankstown Council's waste and environmental objectives, including relevant provisions of the Council's Development Control Plan (DCP) and broader sustainability policies such as the *NSW Plastics Action Plan* and *NSW Waste and Sustainable Materials Strategy 2041*.

Waste segregation and disposal procedures:

- Waste management will comply with applicable Canterbury-Bankstown Council waste policies, with proper separation, storage, and disposal practices embedded into operational procedures.
- Waste will be segregated into categories as required by the council, including:
 - General waste
 - Commingled recyclables (e.g. plastics, metals, paper)
 - Glass bottles
 - Organic waste
 - Bulky waste (where applicable)

Hazardous waste:

- Cleaning chemicals and hazardous substances will be stored securely in dedicated, access-controlled rooms that are compliant with WHS standards.
- Disposal will be managed by licensed waste contractors in accordance with EPA regulations.

Timing of waste removal

- Waste collection will occur during council-approved hours only to minimise disruption to local residents and businesses.
- Daily glass and general waste collection will be scheduled for the restaurant and rooftop bar, with increased frequency during peak periods.
- Collection schedules will be coordinated with other uses within the Compass Centre precinct to avoid conflict or congestion.
- All waste will be collected internally, within the building envelope, avoiding the placement of bins on public streets. This approach minimises odour, noise, and visual clutter, and protects pedestrian access.
- The basement waste storage and loading facilities will be designed to allow direct access by contractors, reducing vehicle idling on local streets and minimising traffic impacts.

Waste management facilities

- The waste storage areas located in Basement Level 1, as detailed in the architectural plans, will include:
 - Separate, clearly marked areas for general waste, recycling, and organic waste
 - Ventilation and drainage systems to maintain hygiene
 - Acoustic treatments (e.g. padded bin bays, soundproofing) to reduce operational noise
- A designated space will be provided for the temporary storage of bulky items to ensure safe and efficient removal.

Access and loading:

- The waste storage area will be connected to the basement loading dock, with clearly defined internal transfer routes.
- Loading and movement paths will meet applicable DCP requirements for commercial developments, ensuring safe, compliant waste handling.

Staff training

- All hotel staff involved in waste management will receive training in Canterbury-Bankstown waste practices, including:
 - Sorting and storage procedures
 - Use of compactors and glass crushers
 - Safe handling and WHS compliance for hazardous waste
- Training materials will be provided in multiple languages to support a diverse workforce.

Monitoring and compliance

- Regular waste audits will be conducted to ensure compliance with council regulations and internal protocols.
- Record-keeping procedures will be implemented, with logs maintained for at least 24 months and made available to council officers or regulatory bodies upon request.

Measures to minimise waste generation

- The hotel will prioritise reusable amenities and reduce single-use plastics in line with the NSW Plastics Action Plan.
- Glassware and durable tableware will be used in food and beverage outlets (e.g. rooftop bar) wherever practical.
- Procurement policies will encourage minimal packaging and the use of recyclable or compostable materials.

Odour management:

- Waste rooms will be cleaned regularly and equipped with deodorisation systems and mechanical ventilation to prevent odour escape.
- Ventilation systems will comply with relevant codes to maintain air quality and amenity for hotel staff and nearby residents.

Recycling initiatives

- The hotel will participate in the Return and Earn container deposit scheme for eligible beverage containers and promote recycling practices among staff and guests.
- Visible signage and clear sorting instructions will be provided in staff areas to support compliance.

Feedback mechanisms:

- Feedback on waste practices will be welcomed from staff, waste contractors, and neighbouring residents, with mechanisms in place to review and improve waste operations over time.

Note: A comprehensive Operational Waste Management Strategy should ideally accompany this POM to ensure alignment with broader site-wide waste handling requirements. Where relevant to hotel operations, the POM should take guidance from that strategy to ensure that daily waste practices—such as segregation, storage, collection timing, and back-of-house logistics are consistent, compliant, and effectively integrated with the overall development's environmental management framework.

(iv) Methods to increase patron awareness of public transport availability

- While a formal Signage Strategy is not a prescribed requirement under Canterbury-Bankstown Council's POM framework, it is encouraged as a complementary document to this Plan of Management. Where relevant, signage supporting public transport awareness should align with the broader precinct signage strategy to ensure consistency and integration.
- Clear directional signage will be installed at key locations, such as the main hotel entry on North Terrace, to guide guests towards nearby public transport options, including Bankstown Train Station, future Metro services, and local bus stops. Signage may incorporate maps and wayfinding information to improve legibility and accessibility for all visitors.
- QR codes linking to real-time transport apps—such as Opal Travel, AnyTrip, and Citymapper—will be made available in visible locations such as the lobby and guest lift areas to encourage the use of public transport.
- The hotel's website and guest communications (e.g. pre-arrival emails, digital compendiums, and social media) will provide up-to-date information about public transport connections and the walking distances to key transit nodes.
- Hotel staff will be trained to assist guests with public transport queries and will facilitate the booking of taxis or rideshare services, ensuring safe and orderly guest departures during peak times or late evenings.

(v) Detailed measures for the responsible disposal of cigarette butts

- Clearly marked and designated smoking zones will be provided in outdoor areas associated with the hotel, particularly adjacent to the rooftop bar and in select ground-level public zones (e.g. near the North Terrace drop-off area). These zones will be located away from primary entry and exit points and positioned to avoid obstructing pedestrian pathways or disrupting neighbouring residents.
- Smoking zones will be located and designed to minimise both visibility and noise impacts on adjacent dwellings in Buildings B and C, as well as other sensitive interfaces within the Compass Centre precinct.
- All designated smoking areas will include fire-safe, purpose-built cigarette receptacles, such as freestanding or wall-mounted butt bins. These bins will be:
 - Weather-resistant and tamper-proof
 - Easy to maintain and positioned at convenient locations
 - Clearly visible within the smoking zone
- Hotel staff will frequently inspect smoking areas to ensure that cigarette waste is disposed of correctly and that bins are not overflowing. Smoking areas will also be maintained to a high standard of cleanliness.
- Informative signage will be displayed in each smoking area, reminding patrons to dispose of cigarette butts responsibly and use the provided receptacles.
- Hotel staff will receive training to politely direct guests to designated smoking zones and to encourage appropriate waste disposal behaviours.
- Cigarette bins will be emptied as part of the hotel's waste management plan, and disposal will comply with Canterbury-Bankstown Council requirements.

(vi) Other measures to address amenity impacts

- As outlined throughout this Plan of Management, a range of integrated measures have been proposed to minimise amenity impacts arising from the operation of the Compass Centre hotel. These include:
 - Noise management strategies for the rooftop bar, restaurant, and guest areas
 - Traffic and access controls, including a designated drop-off zone and internalised service loading
 - Lighting design to reduce glare and protect residential amenity
 - Waste management protocols focused on internal collection, recycling, and compliance
 - Community engagement and complaints handling procedures to ensure continuous communication and accountability
- Collectively, these measures are intended to ensure that the hotel operates in a manner that respects its urban context, particularly its interface with surrounding residences and shared public spaces within the broader Compass Centre precinct.

Security and Safety (where applicable):

(i) Measures to minimise neighbourhood disturbance when entering or leaving the premises

- Licensed security personnel will be stationed at key public access points, including the main hotel entrance on North Terrace, during peak operating hours, particularly during rooftop bar closing times, to manage guest flow and encourage quiet, orderly dispersal.
- Prominent signage will be installed near exits, reminding guests to leave respectfully, avoid loitering near the premises, and use designated transport options.
- Hotel staff and security will assist guests in promptly locating taxis or rideshare services, helping to minimise waiting time and prevent congregation near entry points or residential areas, including adjacent Buildings B and C.

(ii) Increased security during peak periods and special events

While the Compass Centre hotel is not expected to host large-scale, ticketed events, increased patron volumes may occur during peak trading periods, such as weekends, public holidays, or private functions held in the rooftop bar or hotel event spaces. The following measures will be implemented to maintain a safe and orderly environment during these times:

Adjusted security staffing

- Additional licensed security personnel will be rostered during periods of increased activity, particularly for evening rooftop bar operations or when multiple functions coincide with high hotel occupancy.
- Security staffing levels will be based on operational forecasts, past activity patterns, and, where appropriate, consultation with Bankstown Police Area Command.

Operational readiness

- A designated member of the hotel management or duty manager team will oversee security operations during peak times, ensuring swift escalation if issues arise.
- Two-way radio communication will support coordination between security, concierge, and guest services teams.

Guest flow + dispersal

- Security and concierge staff will assist with crowd control in high-traffic areas, including the lobby, rooftop lift access points, and the North Terrace entry.
- Rideshare and taxi coordination will be prioritised during closing hours to ensure guests leave the area quickly and respectfully.
- Visible signage and staff reminders will encourage guests to leave quietly and avoid loitering near residential areas, particularly Buildings B and C.

Surveillance + monitoring

- CCTV coverage of public-facing zones (e.g. rooftop terrace, lobby, entry points) will be monitored in real time during high-traffic periods to enable proactive incident response.
- Lighting in external areas will be reviewed during peak periods to ensure adequate visibility for both guest safety and surveillance.

Post-activity checks + feedback

- Following busy periods, external areas including footpaths, drop-off zones, and the rooftop terrace will be inspected for cleanliness, safety, and maintenance.
- Feedback from guests, staff, and stakeholders will be reviewed periodically to inform future operational refinements.

(iii) Liaison with other late-trading premises

Note: This section is included to align with the requirements of Schedule 3.2 of the City of Sydney Plan of Management, which has been used as a reference framework in the absence of a prescriptive Plan of Management from Canterbury-Bankstown Council. While this requirement is less applicable in the local context, it is included here for completeness.

- The Compass Centre hotel is not located within a concentrated precinct of late-trading licensed venues, and therefore regular liaison with other late-trading premises is not anticipated to be necessary. However, hotel management remains committed to maintaining positive working relationships with local stakeholders, including Canterbury-Bankstown Council and Bankstown Police Area Command, and will engage with other operators in the precinct if relevant issues arise.
- Should a coordinated response to precinct-wide issues (e.g. noise, loitering, or transport) be warranted in future, the hotel is open to participating in informal liaison or structured forums, if such mechanisms are established.

(iv) Premises security procedures and provisions

Emergency procedures

- A detailed Emergency Management Plan will be developed for the Compass Centre hotel and made available to all staff. It will outline evacuation routes, assembly points, fire safety protocols, and emergency contacts.
- All hotel staff will undergo regular training in emergency response procedures, including fire safety, evacuation drills, and first aid, in line with WHS and Fire Safety Regulations.
- Emergency equipment, including alarms, extinguishers, and emergency lighting, will be installed and maintained throughout the building in accordance with Canterbury-Bankstown Council and NSW Fire Safety standards.

Security operations + crowd management

- Licensed security personnel will be present during peak periods (e.g. weekend rooftop bar operations, large hotel functions), focusing on guest safety, access control, and dispersal management.
- Security will monitor guest entry points, rooftop bar lift access, and the North Terrace frontage, ensuring orderly movement and compliance with house rules.
- Two-way radio communication will support real-time coordination between security, concierge, and duty managers.
- Security staff will regularly patrol internal common areas and external access points to deter antisocial behaviour and respond to emerging issues.

Incident register + complaint handling

- A digital incident register will be maintained to log all incidents involving safety, guest behaviour, or operational disruptions.
- Each entry will include key details: date, time, location, persons involved, actions taken, and outcomes.
- Management will review the register periodically to identify recurring patterns and inform future improvements.
- Any significant incidents will be escalated and reported to Bankstown Police Area Command where required.

Patron monitoring + capacity management

- The hotel will monitor guest numbers within the rooftop and function spaces to ensure occupancy remains within approved limits.
- Digital or manual guest counters may be used during high-traffic periods.
- Maximum capacity signage will be displayed in relevant areas to guide staff and guests.

CCTV + surveillance

- CCTV systems will be installed in all key public-facing and operational areas, including hotel entries, the rooftop bar, lift lobbies, and loading areas.
- Footage will be stored securely and made available to authorities upon request in line with privacy regulations.
- Real-time monitoring will occur during high-occupancy periods.

Staff training + attire

- All security personnel will hold current security licences and certifications as required by NSW regulations.
- Staff will receive training in conflict resolution, de-escalation, guest engagement, and emergency response protocols.
- Security staff will wear clearly identifiable uniforms, enabling easy recognition by guests.

Responsible service + patron dispersal

- During wind-down periods (e.g., the closing time of the rooftop bar), the music volume will be gradually lowered to support a calm exit environment.
- Staff and security will politely inform guests of closing times and assist with quiet and efficient dispersal, particularly near residential dwellings in Buildings B and C.
- Guests will be directed toward designated taxi and rideshare pick-up points on North Terrace, with support from concierge where needed.

Glassware + outdoor safety

- Glassware will not be permitted in external areas. Where outdoor use is necessary (e.g. rooftop terrace), reusable polycarbonate or non-glass alternatives will be provided.
- Security or bar staff will conduct visual checks at exits to ensure glassware remains within the premises.

(v) Queue management outside the premises

The Compass Centre hotel is not expected to generate public queuing outside the premises under normal operating conditions. However, during peak periods, such as busy rooftop bar nights or concurrent private functions, the following low-impact measures will support safe and orderly guest entry:

Internal queue + guest flow oversight

- Hotel staff and security personnel will monitor guest movement within the lobby and lift access areas during peak times, ensuring orderly progression to the rooftop bar and function spaces.
- Entry is expected to be controlled and limited to hotel guests, reservations, or pre-arranged groups, reducing the likelihood of uncontrolled external queues.
- Signage in the lobby and digital communication (e.g. booking confirmations) will outline arrival expectations, including dress code, ID requirements, and respectful behaviour.

External interface

- The North Terrace entry and drop-off zone will be actively monitored during peak periods to discourage loitering and ensure guests move efficiently into the premises.
- If required, portable queue delineators (e.g. retractable belts) may be used at the entrance during high-traffic times to manage guest arrivals while maintaining pedestrian flow.
- A clear pedestrian path will be maintained at all times in accordance with public access and safety requirements.

Note: There is no expectation of ticketed events or large-scale public queuing at these premises. Provisions relating to extensive external barriers, multiple entry lanes, and capacity-capped queues are therefore not applicable here.

Optional issues that may be required in relation to an application for a liquor license

(vi) Methods employed for harm minimisation and the responsible service of alcohol (RSA)

Employee training + awareness regarding RSA and harm minimisation

- All staff involved in the service of alcohol will be required to hold a current Responsible Service of Alcohol (RSA) certificate, as mandated by NSW Liquor & Gaming regulations.
- Hotel staff will also receive induction training on the venue's RSA policy and periodic refresher sessions focused on:
 - Identifying and managing signs of intoxication
 - Understanding underage access risks and fake identification
 - Responding to challenging behaviour calmly and professionally

Management of intoxicated or disorderly persons

- Security and supervisory staff will monitor guest behaviour, particularly in the rooftop bar, restaurant, and function spaces, and will take prompt action to manage any signs of intoxication or disorderly conduct.
- An internal "Intoxicated Patron Procedure" will be followed, including refusal of service, safe removal from the premises, and escalation to police if necessary.

Encouraging responsible consumption

- A range of non-alcoholic and low-alcohol beverages (e.g. mocktails, light beer, soft drinks) will be promoted on menus.
- Free drinking water will be readily available at all licensed service points.
- Promotional activity (e.g. happy hours or function packages) will be structured to discourage excessive or rapid consumption of alcohol.

RSA signage + house policy

- The hotel's house policy on responsible service and guest behaviour will be displayed in prominent locations, including the rooftop bar, near the lifts, and staff areas.
- Signage will remind guests of the hotel's commitment to community safety, RSA compliance, and respectful conduct.

Safe transport access

- Guests will be directed to nearby public transport and rideshare zones (via signage and staff assistance) to support safe dispersal, especially from the rooftop bar during late trading hours.
- QR codes linking to live transport apps (e.g. Opal, AnyTrip) will be available at exits and concierge desks.

Note: The Compass Centre hotel is not a late-night venue and does not include a nightclub or entertainment facility. As such, dedicated RSA marshalls, bag checks, and zero-tolerance drug signage are not expected to be required under normal operating conditions. However, staff will be trained to identify and respond to safety risks and medical concerns, escalating, as necessary.

(vii) Emergency and evacuation procedures

- A site-specific Emergency Management Plan will be developed in accordance with Australian Standard AS 3745-2010: Planning for Emergencies in Facilities.
- The plan will include:
 - Clearly marked evacuation routes and assembly points
 - Procedures for assisting guests with limited mobility
 - Location of fire equipment, alarms, and emergency exits

Staff training + readiness

- All staff will receive training in emergency procedures, including:
 - Evacuation and warden responsibilities
 - Basic fire suppression and first aid
 - Guest communication protocols during incidents
 - Evacuation drills will be held at least annually, and after major staff changes, to maintain readiness.

Equipment + systems

- The hotel will be equipped with:
 - Emergency lighting
 - Fire alarm systems and manual call points
 - Fire extinguishers and hose reels, inspected regularly in accordance with fire safety regulations

Coordination with emergency services

- Hotel management will liaise with local emergency services, including Fire + Rescue NSW and Bankstown Police Area Command, to review emergency plans periodically and ensure operational coordination during major incidents or evacuations.

(g) Performance, Creative, or Cultural Uses (where applicable)

Note: This section is included to align with the structure and requirements of Schedule 3.2 of the City of Sydney Plan of Management, which has been used as a reference in the absence of a prescribed Plan of Management framework from Canterbury-Bankstown Council.

However, this section does not apply to the Compass Centre hotel, as the development does not include dedicated performance, cultural, or entertainment venues and is not expected to host public-facing creative or cultural events.

The Compass Centre hotel is expected to host a range of typical hotel-based functions and private events, including weddings, corporate meetings, and small group celebrations in the ballroom, meeting rooms, and rooftop bar. These activities will be conducted under standard hotel operational protocols and are not considered creative or cultural programming in the context defined by this section.

Appendix 1: Schedule 3.2 Plan of management requirements

(1) A Plan of Management should be in the form of a separate attachment with an application and should be accompanied by a signed declaration from the licensee/manager that they have read and understood the Plan of Management. At a minimum, a Plan of Management should contain the following information:

(a) Site and locality details

- (i) A description of the primary use of the premises as well as any secondary/ancillary uses (e.g. retail liquor sales, public entertainment, outside trading areas, gaming areas etc). This may be in the form of a floor and/or site plan that indicates the use of all areas within the building or site;
- (ii) Identification of any 'active areas' adjacent to the boundaries of the site used in association with the use of premises (e.g. Outdoor seating, footway dining, queuing areas, parking etc);
- (iii) A floor plan that indicates the proximity of external doors, windows and other openings to residential and other sensitive land uses. The floor plan should also indicate the proposed layout of all areas of the premises, such as internal queuing areas, seating, dining, gaming, dance floors, entertainment, lounge, etc;
- (iv) Details of the maximum capacity of the premises and the maximum number of patrons that will be standing and/or sitting at any one time;
- (v) The location of waste storage areas;
- (vi) Location of air conditioning, exhaust fan systems and security alarms;
- (vii) Identification of the most commonly used pedestrian routes to and from the premises, including any safety corridors.

(b) Operational details

- (i) An overview of the organisation in the form of a brief statement that provides details about the company/licensee/proprietor that includes information regarding:
 - the number and type of staff (including security);
 - other similar premises within the company's portfolio (if relevant);
 - any Liquor Licenses for the premises;
 - a description of any actions that the proprietor/licensee has taken to co-operate with NSW Police, the local community and incorporated resident groups regarding the management of the premises;
 - membership of a Licensing Accord within the City of Sydney (please refer to the City's website for details of Licensing Accord operating within the City).

(c) Hours of Operation

- (i) For existing premises seeking a renewal or extension of trading hours, a schedule of the current trading hours showing the range for each day. For example; this should be expressed in the following format:
 - 9am Friday to 2am Saturday
 - 9am Saturday to 2am Sunday
 - 9am Sunday to 1am Monday
 - 9am Monday to midnight Monday
 - 9am Tuesday to 11pm Tuesday
 - 9am Wednesday to 2am Thursday
- (ii) A schedule of the proposed operating hours for each day of the week for all areas of the premises (e.g. courtyards, rooftop, balcony, footway, gaming room etc.) showing the range of hours proposed for each day in the format above. If the nature of an area changes, for example, a dining area becomes a dance floor after the kitchen closes, then this should be noted and operational hours for the different uses detailed and
- (iii) If applicable, a schedule of proposed entertainment hours for each day of the week in the format above.

(d) Noise

(i) The identification of all likely noise and vibration sources associated with the operation of the premises. This may include such sources as:

- Live entertainment and amplified sound;
- external (outside) areas such as courtyards, rooftops, balconies etc;
- patrons leaving and entering the premises;
- the operation of mechanical plant and equipment;
- waste disposal, sorting and collection of bottles etc
- in stand-alone gyms in buildings with residential accommodation, background music, air conditioning and the use of exercise machines and free weights.

(ii) Details of all noise and vibration attenuation measures related to the use and operation of the premises.

(iii) A statement outlining the premises' compliance with all relevant noise and vibration standards, guidelines and legislation (e.g. Australian Standards, Protection of the Environment Operations Act 1997, EPA Industrial Noise Guidelines, etc.);

(iv) Details of how management will address complaints relating to noise, and any noise control strategies that will be implemented to minimise the potential for complaints (e.g. liaison with neighbours and local police, maintaining a complaint register etc);

(v) Details of any measures that will be taken to minimise noise from outdoor areas such as rooftops, courtyards, balconies or designated smoking areas etc; and

(vi) Details of any noise limiting devices to be installed;

(di) Security and safety - may only be applicable for licensed premises or takeaway food and drink premises located close to late night licensed premises.

(i) A description of any arrangements that will be made for the provision of security staff. This is to include (but is not limited to) the following:

- any recommendations from Local Licensing Police regarding appropriate security provision and a statement outlining the extent of compliance with police recommendations;
- the number of security personnel that will be patrolling inside and outside the premises including the frequency of security patrols;
- Identification of the physical extent of any patrolled areas outside the premises;
- Hours that security personnel will be on duty (including the period after closing time);
- Staff security training, weapons detection, and other security response methods.

(ii) Details of CCTV surveillance camera installation that identifies both indoor and outdoor areas monitored by cameras, and camera technical specifications (e.g. recording capacity, frames per second etc.)

(iii) Details of signage that is to be erected providing advice to patrons to maintain quiet and order when leaving and entering the premises;

(iv) Details of any liaisons or outcomes of any meeting with local NSW police; and

(iv) Details of any complaints associated with the operation of the premises must be recorded in a Complaints Register which includes:

- 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.

(f) Management Measures

General Amenity:

- (i) Details of all measures that will be taken to ensure that amenity impacts that may result from the operation of the premises are minimised.
- (ii) Details of all actions that will be taken to respond to complaints made about the operation of the premises (including but not limited to consultations with residents, discussions with Council Officers, liaison with Police, public access to Plans of Management, review of existing Plan of Management etc.);
- (iii) A waste management plan that outlines the procedures for minimising and managing waste that is generated by the premises. This should address such matters as disposal of bottles, how and when waste will be removed, details of waste management facilities, waste collection and storage areas etc;
- (iv) Details of methods that will increase patron awareness of public transport availability (e.g. signage, availability of timetables) as well as a description of any other measures that will assist patrons in using public transport (e.g. provision of a shuttle service, taxi assistance etc.); and
- (v) Details of methods that will increase patron awareness of responsible disposal of cigarette butts;
- (vi) Any other measures that will be undertaken to ensure that amenity impacts that may arise from the operation of the premises are addressed.

Security and Safety (where applicable):

- (i) Measures that will be taken by security personnel to ensure that the behaviour of staff and patrons when entering or leaving the premises will minimise disturbance to the neighbourhood.
- (ii) Any provisions that will be made to increase security in times where higher than average patronage is expected (e.g. during public entertainment, peak periods on weekends, New Years Eve, following large sporting events in the locality, during special events and functions etc.);
- (iii) Liaison that will be undertaken with other licensees or operators of late trading premises in the locality/area to improve security at night;
- (iv) Detail procedures and provisions that will be implemented to improve premises security. This could include:
 - emergency procedures;
 - crowd control;
 - search procedures;
 - maintenance of an incident register;
 - monitoring of patron behaviour;
 - monitoring of numbers of patrons within the premises;
 - recording of complaints and reporting of incidents to Police;
 - membership of the proprietor/licensee to a Licensing Accord (see the City's website for details of Licensing Accords operating within the City);
 - dress codes;
 - staff security training;
 - distinctive security attire;
 - availability of cloak rooms;
 - internal and external security patrols;
 - measures to prevent glass being carried from the premises by patrons;
 - measures to ensure safe capacities (e.g. electronic counting of patrons, occupancy limits, signage); and
 - actions to be taken during 'wind down' periods prior to closing time.
- (v) If queuing outside the premises is to occur, a description of any measures that will be taken to ensure that queuing is controlled in a manner that will not adversely impact the amenity of the neighbourhood, and that the footpath will not be unreasonably impeded. This description may address such matters as:
 - A description of how and how often security guards will monitor queues (e.g. security guards will monitor queues every 10 minutes to identify inappropriate behaviour before patrons enter); the use of temporary ropes and bollards;
 - maximum queue numbers;

- actions taken to minimise loitering; and
- actions ensuring the fast and efficient movement of a queue.

Optional issues that may be required in relation to an application for a liquor license

(vi) 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;
- display of the premises' house policy;
- assisting patrons in accessing safe transportation from the premises (e.g. arranging taxis, public transport timetable information);
- encouraging responsible drinking;
- number of RSA marshalls employed for each shift and details on how they will monitor RSA; and
- actions taken to discourage drug use and to manage drug related incidents.

(vii) Detail emergency and evacuation procedures in accordance with the relevant Australian Standard and provide details of staff training in those procedures.

(g) Performance, creative or cultural uses (where applicable)

(i) A description of the music, visual, performance, creative and cultural events that may be staged at the premises;

(ii) Details of the capacity of the space to host performance, creative or cultural uses including the location and dimensions the space, stage audience (standing or seating area) and equipment to present the performance, creative or cultural use;

(iii) Arrangements for booking and promoting performance, creative and cultural uses;

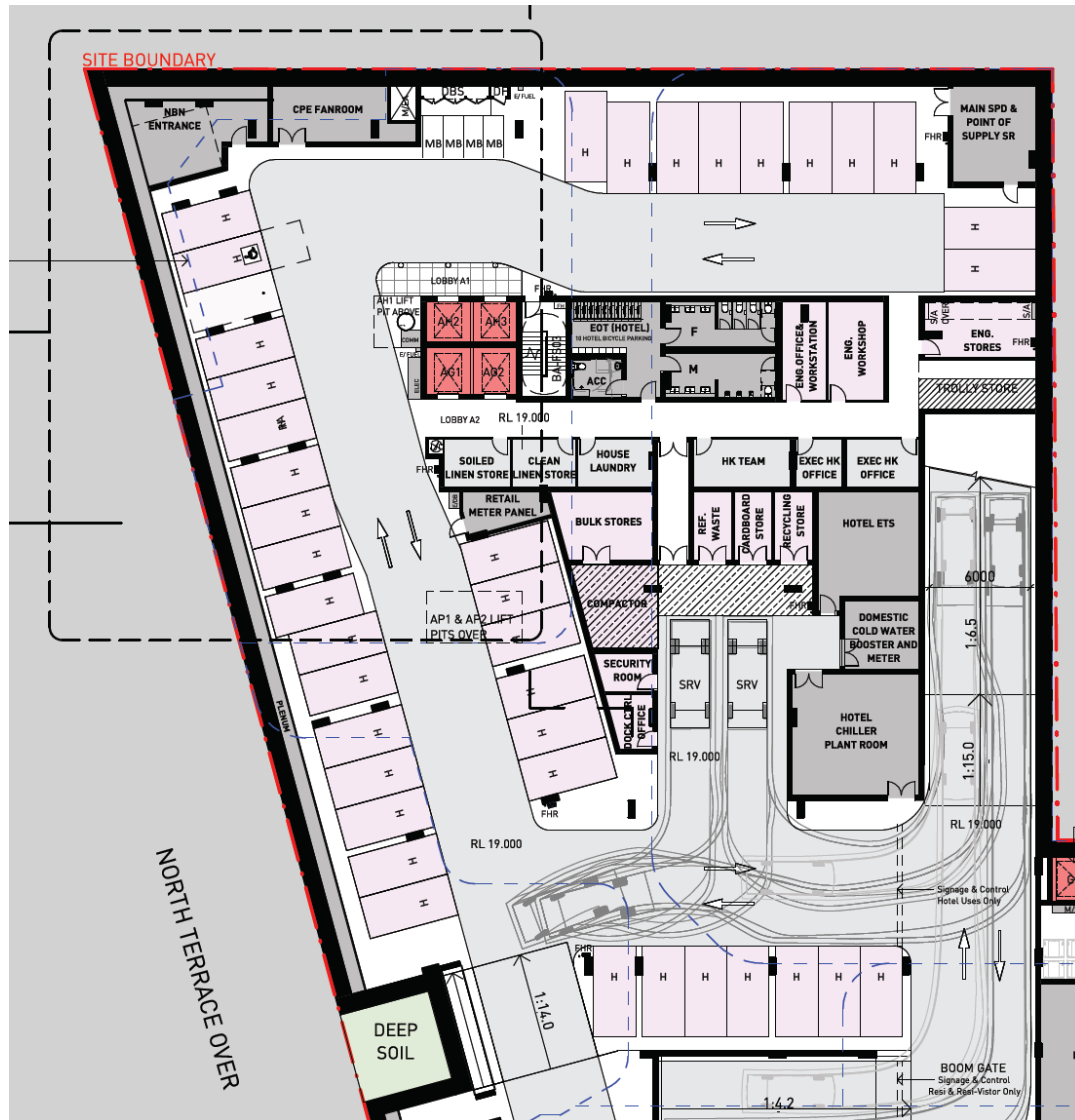
(iv) Procedures for notifying neighbours about the nights when operating hours are extended to provide for performance, creative and cultural uses.

Appendix 2: Architectural drawings

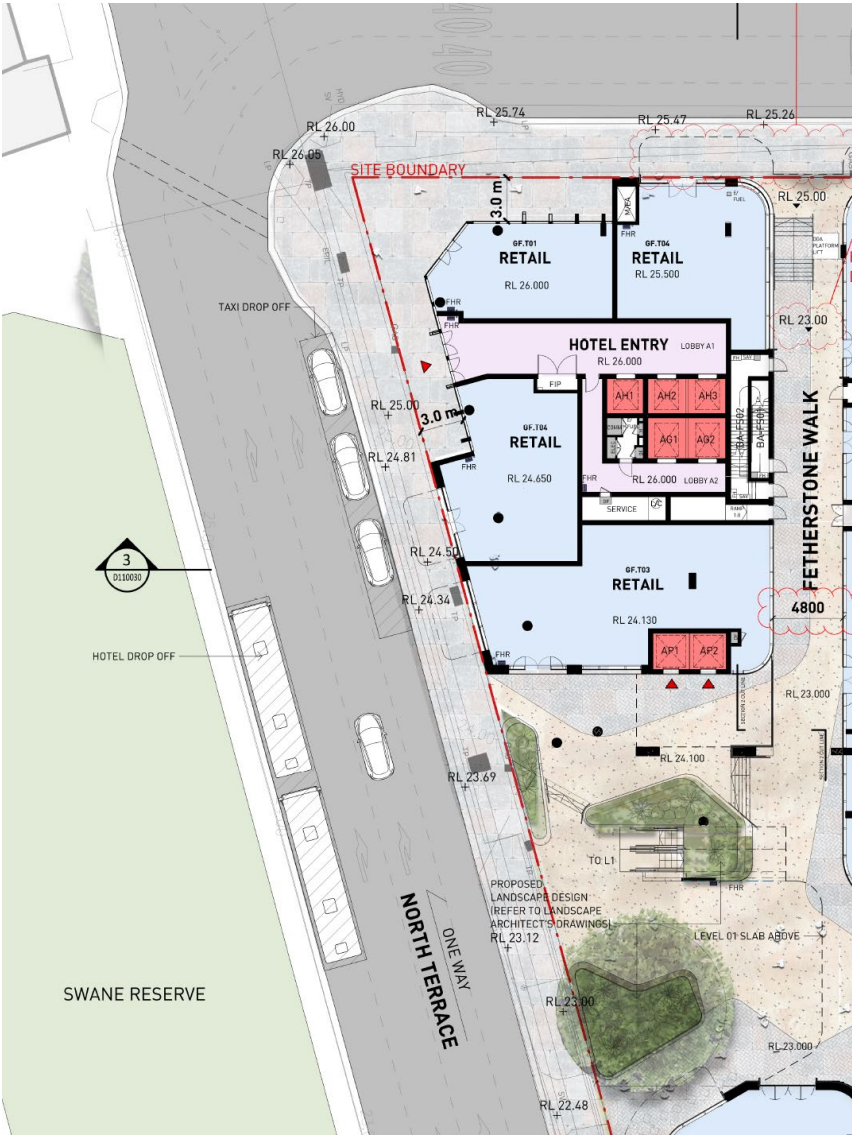
Basement 02 Plan – showing enlarged view of hotel element



Basement 01 Plan – showing enlarged view of hotel element



Ground floor – showing enlarged view of hotel element



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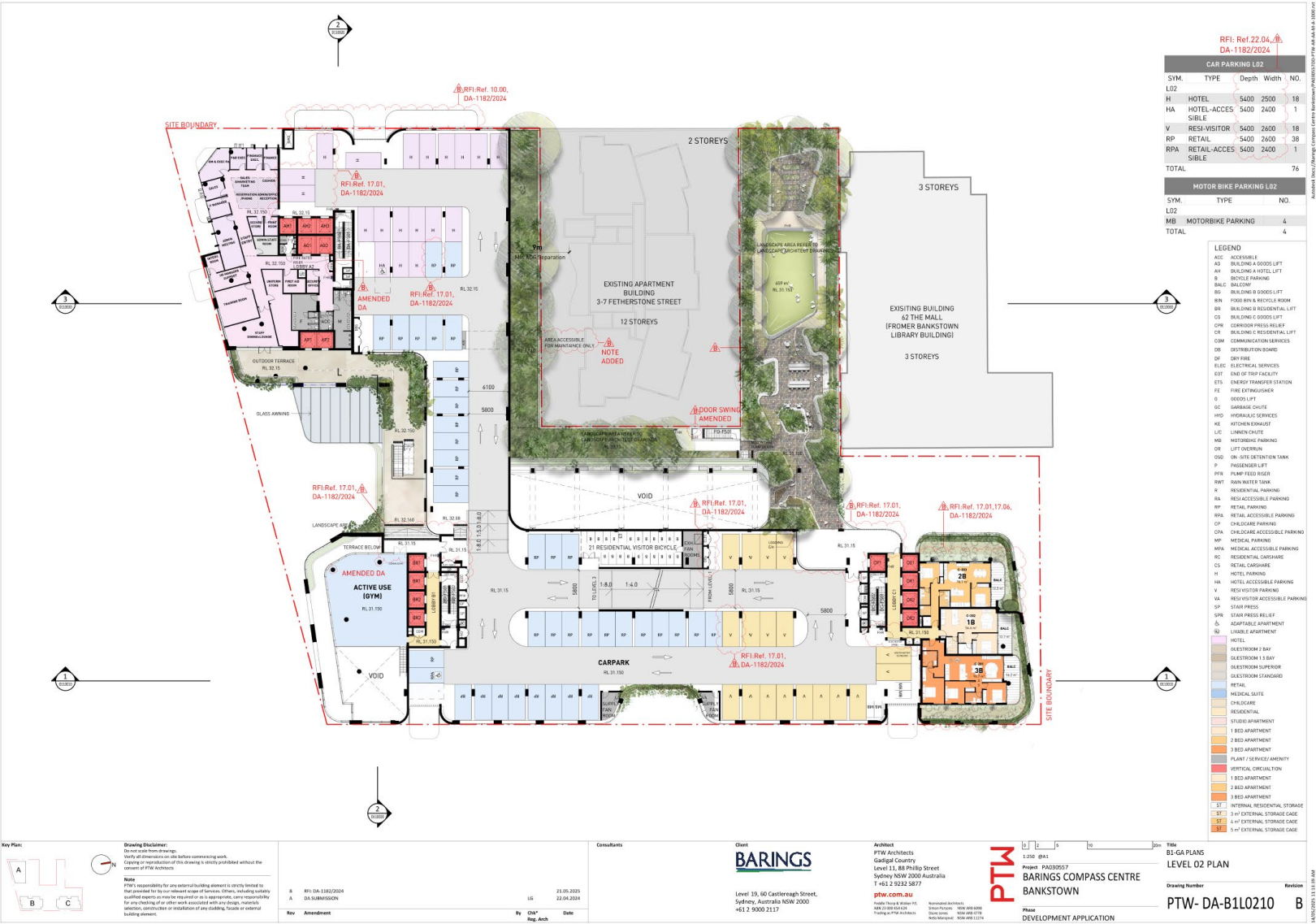
Level 1 Plan – showing enlarged hotel element



Level 02 Plan – showing enlarged hotel element



Level 02 Plan – showing broader development



thga

Level 03 Plan – showing enlarged hotel element

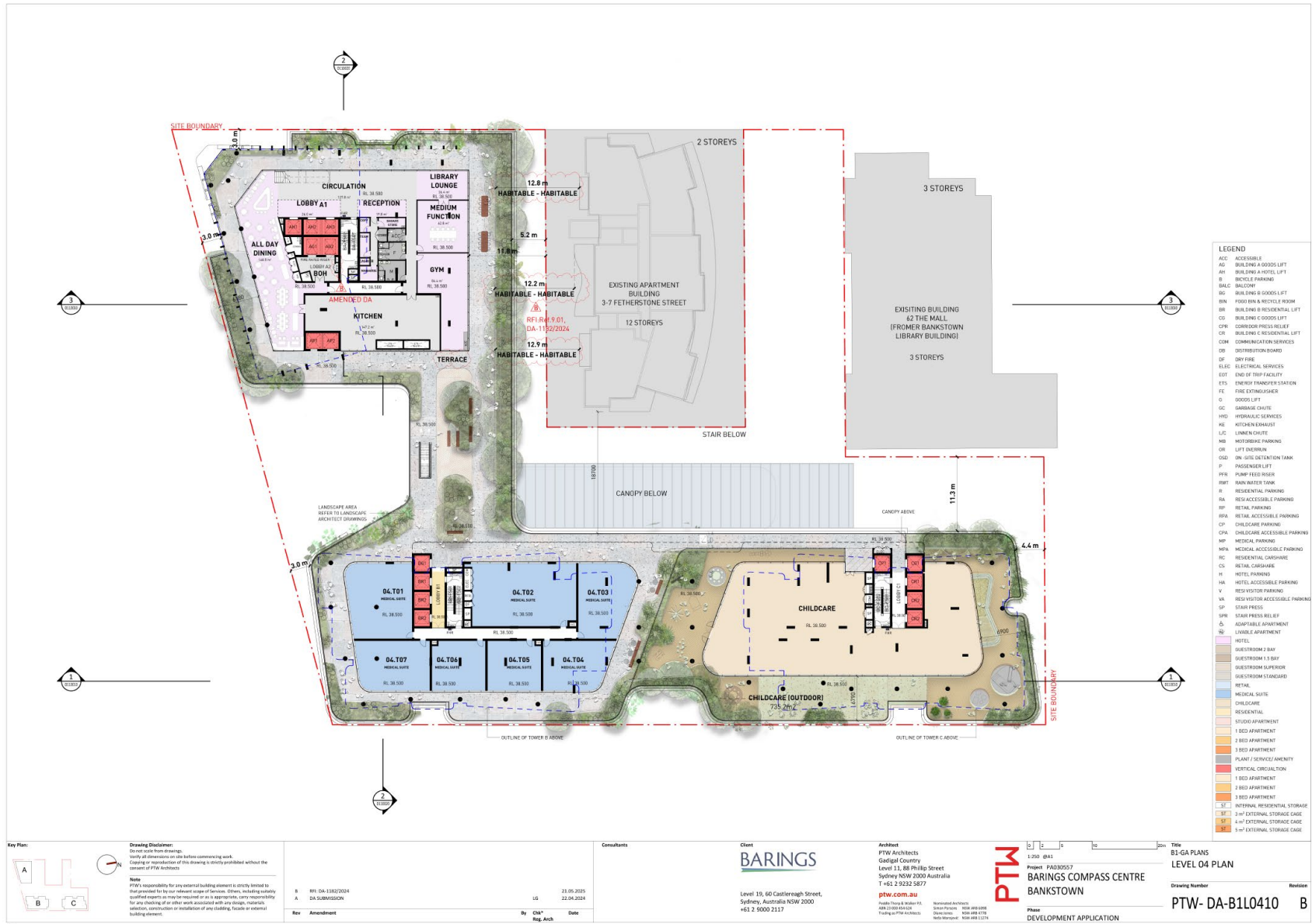


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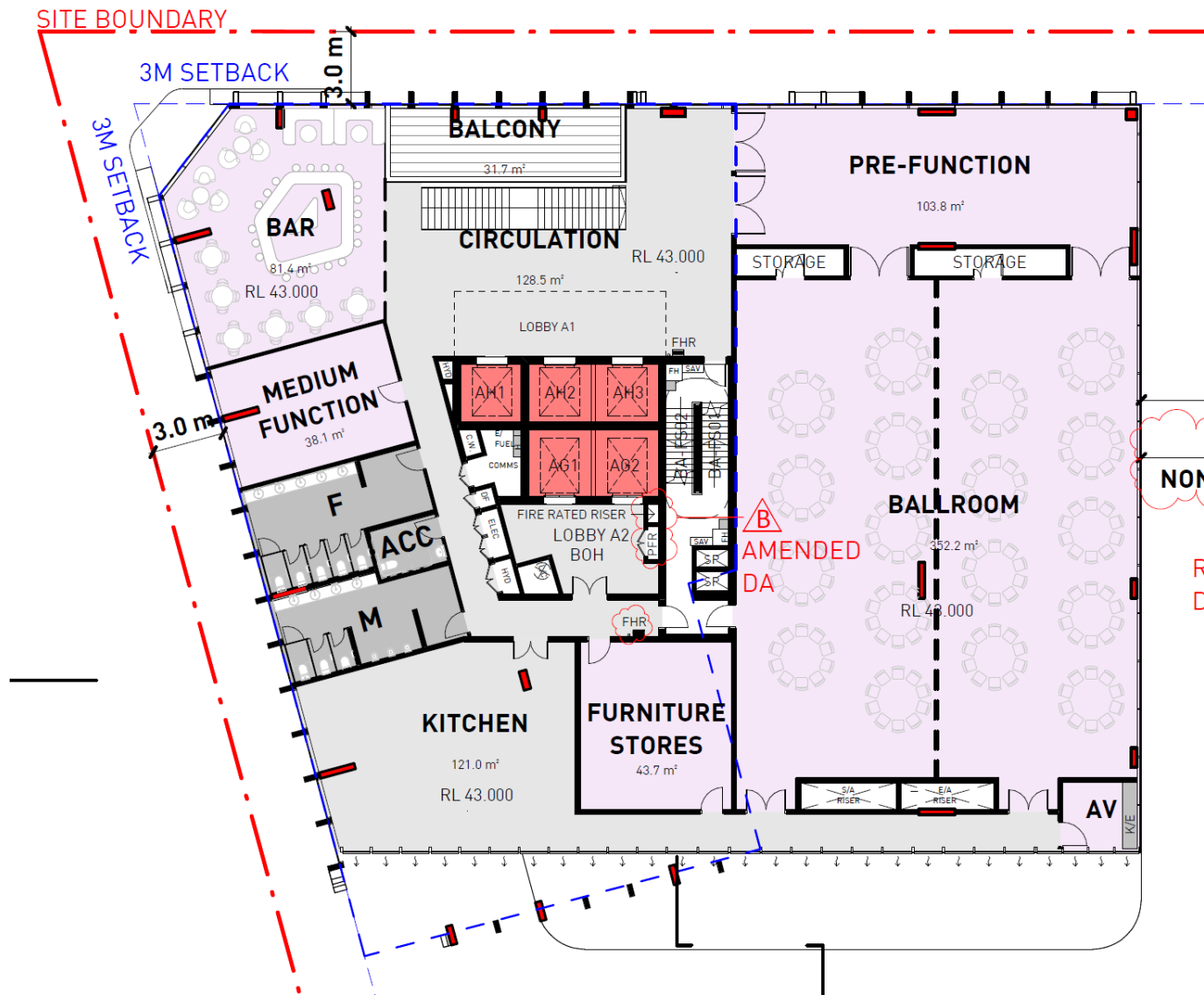
Level 04 Plan – showing enlarged hotel element



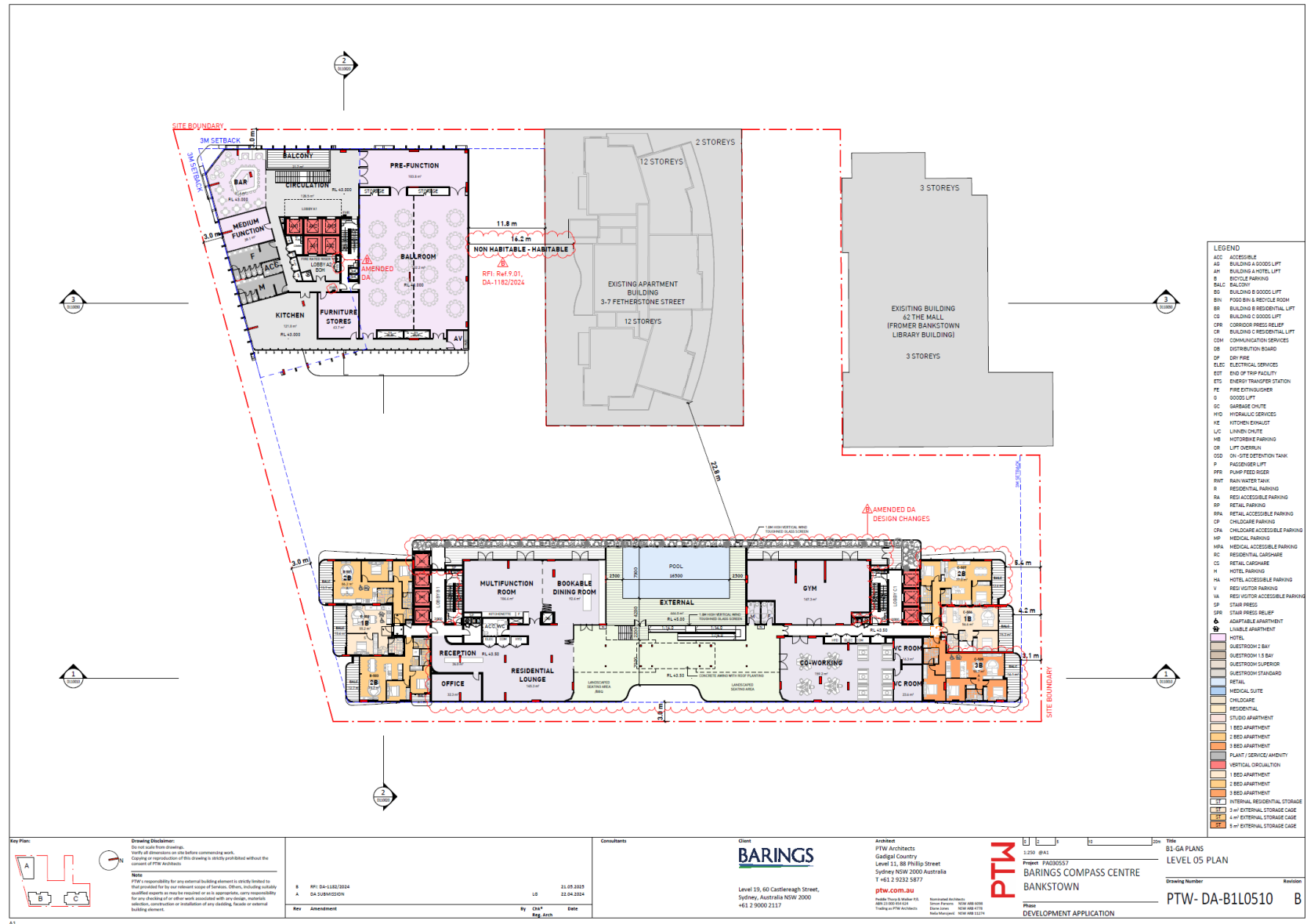
Level 04 Plan – showing broader development



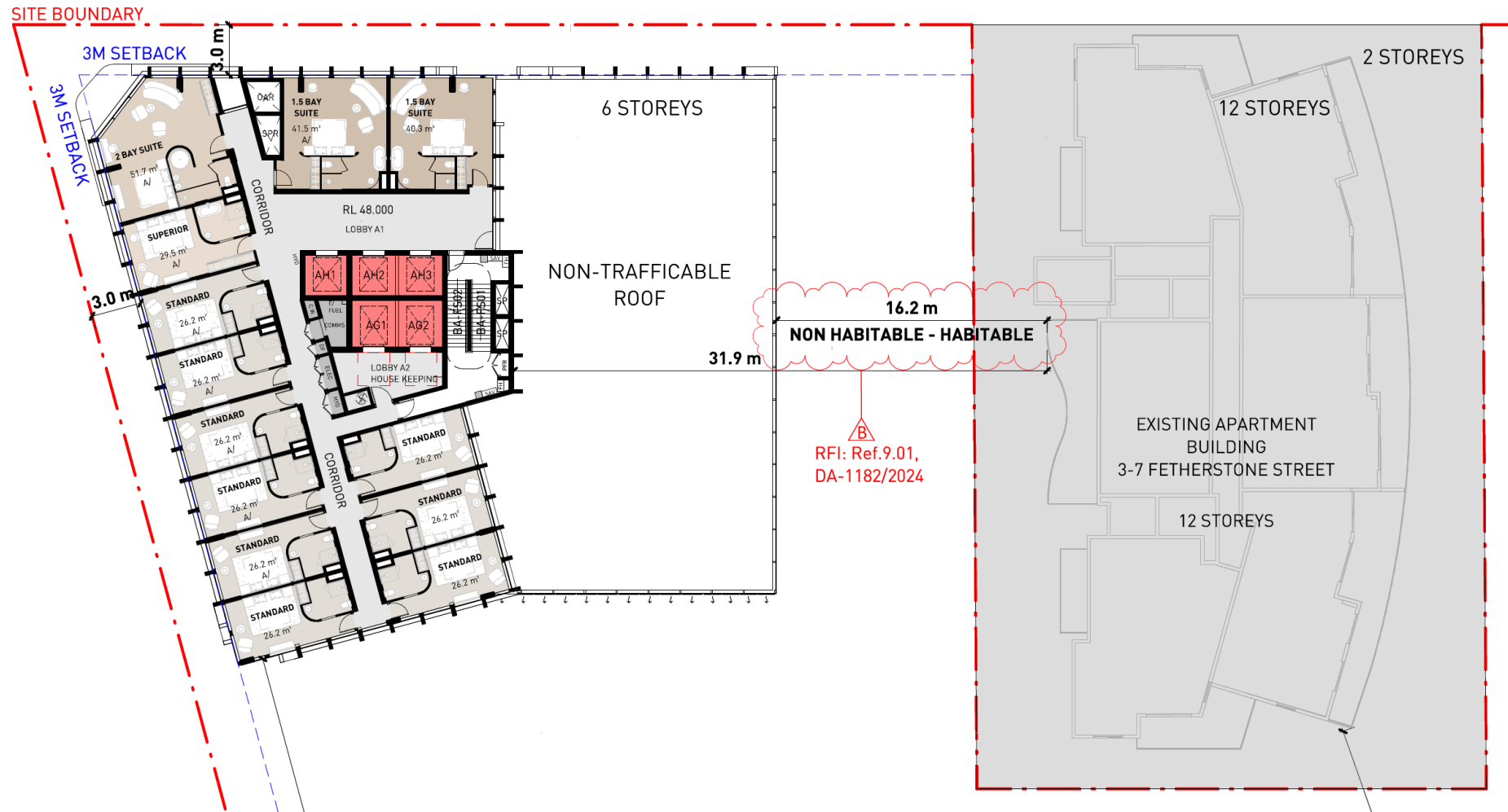
Level 05 Plan – showing enlarged hotel element



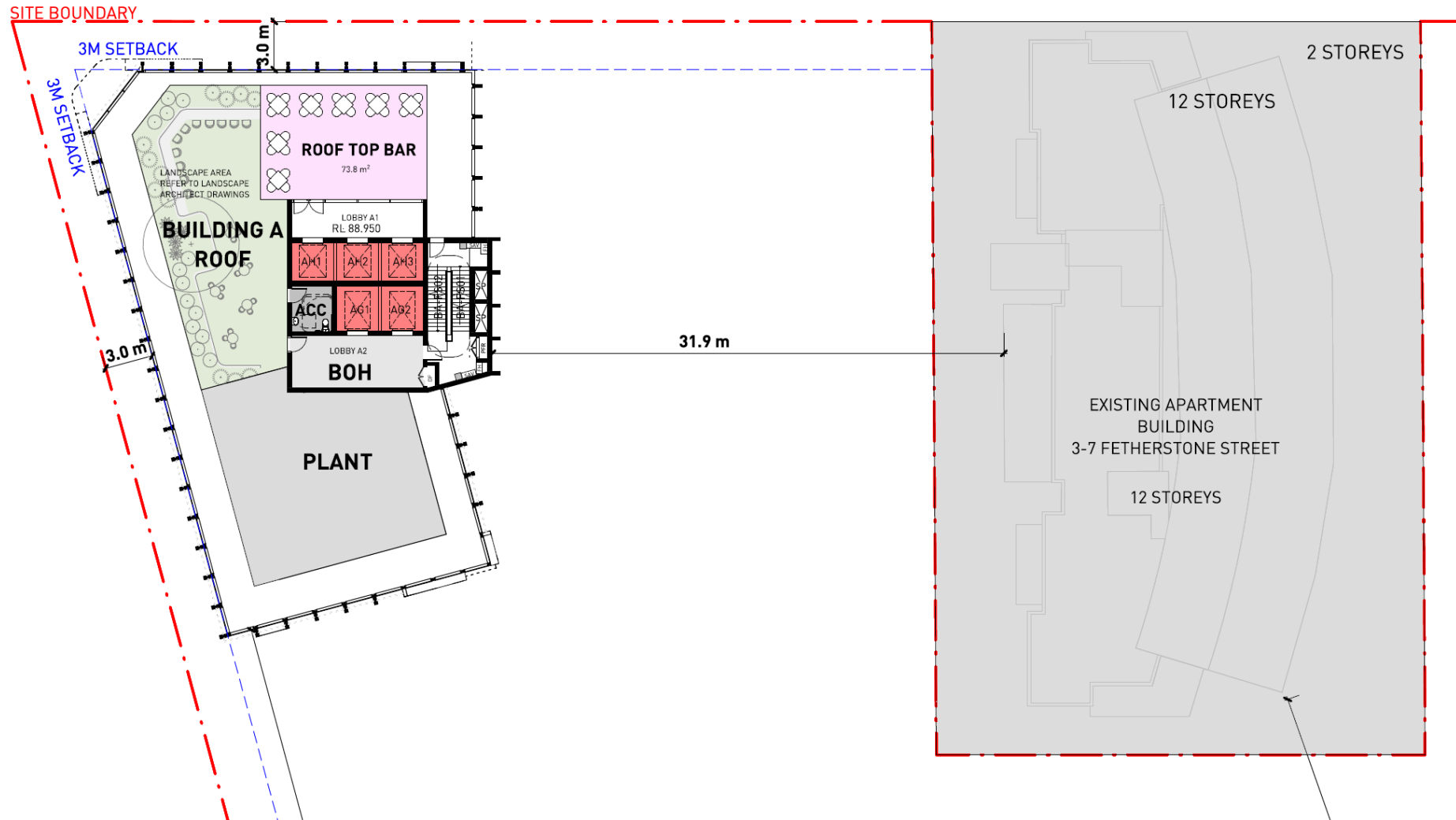
Level 05 Plan – showing broader development



Level 06-18 – showing enlarged hotel element



Level 19 -Plan – showing enlarged hotel element



Level 19 Plan – showing broader development

