

Holiday Inn, Sydney Airport – DA lodgement: Plan of management

July 24 2018



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1.0 Hotel Description

The existing 4.5 star Hotel features 252 rooms over 12 levels and features 2 restaurants and bars, health & fitness centre and basement parking.

Ideally located less than 1 kilometer to the north of Sydney Airport and 6.5 kilometers from the Sydney Central Business District the Holiday Inn Sydney Airport is attractive to a range of market segments.

Sydney Airport is Australia's busiest airport. In 2013 the airport was used by over 38 million passengers—an average of over 100,000 passengers each day. The Holiday Inn Airport Sydney is set to capitalise on the Mascot precinct's continuing growth, both as a service & commercial centre, as well as the increasing demand for accommodation in the wider Sydney market.

Corner Bourke Road and O'Riordan Street, Mascot

The Property is currently operated by IHG under a management agreement.

Sirocco Restaurant

Biggles Bar and Café

Flexible informal guest lounge area and utility spaces

Meeting room

Business centre

Secure underground parking for 134 vehicles utilising guest parking or valet parking options

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2.0 Hotel Offering

2.1 Hotel Description – Existing

- Savills Project Management (Savills) has been engaged by the owners (The Client) of the Holiday Inn, Sydney Airport (Holiday Inn) to manage the DA phase of the redevelopment of the existing Holiday Inn hotel on the corner of O’Riordan Street and Bourke Road, Mascot, Sydney (the Site). The Site is currently a fully operational hotel with accommodation, conference facilities and food and beverage outlets.
- The aim of this project is to prepare and submit a DA for 204 extra rooms whilst the existing hotel remains operating
- The Holiday Inn Sydney Airport’s inspired architectural design and has created a prominent landmark, distinctively identified through
- The Hotel’s entrance is via a porte-cochere and roundabout driveway off Bourke Street. The ground floor contains the lobby and reception area, lift lobby, restaurants, utility spaces and business centre. The basement car park with further parking available located adjacent to the O’Riordan Street frontage.
- Levels 2 to 10 are similar in configuration and offer 26 guest rooms per floor. The guest floors are serviced centrally by three guest elevators and one service lift, all of which provide access to the basement car parking level.
- Guest Rooms: The Holiday Inn Sydney Airport offers 250 guest rooms which encompass several room types as outlined below. Rooms are accessed via electronic swipe cards and incorporate a wide range of features. Suites are located on the tenth floor and present separate bedroom and lounge areas. All suites have recently been refreshed including repainting, carpeting and have had bathroom fixtures and fittings replaced. All bathrooms on level three have been fully refurbished.
- Typical guest rooms include the following:
 - King or Queen beds
 - Polished four drawer timber cabinet
 - Tea prep facilities
 - Writing desk with two
 - upholstered chairs
 - Flat screen colour television set with in-house movies
 - Wireless and cable
 - internet access
 - Built-in mini bar fridge, bench and wardrobe
- Business Centre: Providing a full range of business facilities, the Business Centre is available 24 hours. Guests are offered secretarial and administrative services, desktop computers with high speed internet access printing and photocopying facilities.
- Dining: The Hotels food & beverage outlets. Sirocco Restaurant and Biggles Bar and Café, are located at opposite ends of the ground floor lobby. The hotel also provides 24-hour room service.
- Sirocco Restaurant offers a Mediterranean theme, serving a full buffet breakfast and a la carte dinner for up to 120 people.
- Biggles serves lunch and dinner 7 days a week. It seats 60-80 people and features an outdoor terrace. The Biggles restaurant is proposed to be re-envisioned to allow informal dining adjacent to the lobby and further activating the arrival experience, and more of an urban lifestyle offering than a sit down dining proposition.

➤ Dining Future fitout

➤ It is noted that detailed internal refurbishment of the Biggles Restaurant offering will be reviewed in the form of a secondary design project within 2 years of construction.

➤ Licence Number: LIQH400119879

- Trading hours: Consumption on premises
- Monday to Saturday 05.00 am – 05:00 am
- Sunday 05.00 am – 12:00 midnight

- Trading hours: Take away
- Monday to Saturday
- 05.00 am – 12:00 midnight
- Sunday
- 05.00 am – 12:00 midnight

2.2 Hotel Description – Proposed

- The new hotel project proposed to add a further 204 rooms with additional ground floor dining area and lobby area being maximised in underutilised spaces.
- The removal of unsightly contains and scrub on O’riordon street avail a significant additional parking offering for staff and also for valet parking in peak times.
- Adjoining Biggles bar and Lounge is a dedicated gaming room that accommodates 12 poker machines. The gaming space is proposed to be removed as hotel dining offering is updated in proposed works.
- Existing ground offering is largely suitable for

2.3 Guest profile

2.3.1 Data on Guests (based on 2018 budget data)

Maintain existing spread of guests

➤ **Airport crew** - 24,000 nights / 28.4% of business mix

Require acoustic separation standard to maintain contract with airlines (Consideration for both stage 4, and beyond)

➤ **Mid-week business guests** - 24,000 nights / 28.4% of business mix

Can benefit from facilities in conference rooms

➤ **Group Guests** - 3,000 nights / 3.5% of business mix

Typically Frequent travellers

➤ **Drive/stay/fly** - 3,000 nights / 3.5% of business mix

➤ **Transient Leisure guests** - 18,500 nights / 22.1% of business mix

➤ **Airline delay / disrupt guests** - 3,900 nights / 4.5% of business mix

2.3.2 Age distribution of guests

Maintain existing spread of guests

➤ **Corporate** (25-55-year-old, usually male, blue-collar industries like construction, logistics and aviation)

- **Transient Leisure** (Two types - Families with small children - 25-40-year-old parents with children between 2-10 years and Mature Couples between the ages of 50-65 years)
- **Air Crew employees** (20-30-year-old, 65% female, 35% male). Airline teams from Australia and New Zealand, Shipping crew from Philippines, Indonesia, SE Asia
- **Large group corporate guest packages** (20-35-year-old, 80% female - training and education based - construction or airline industry related)

2.3.3 Large group corporate guest Data

Number of groups per year, average size, optimum size

- Based on 2017 figures – 25 000 guests in 790 groups
- The average size of a corporate group is 15-20 people, with the optimum being 30 for package deals.

2.3.4 In-house Dining Data (based on 2017 data)

- How many heads for breakfast as percentage of capture. (65%) - 70 000 people
- How many heads for dinner as a percentage of capture. (60%) - based on Biggles - 45 000 people
- How many heads for room service as percentage of capture - 13 000 about 1% capture for the year

3.0 Hotel Maintenance

3.1 Circulation

3.1.1 Lift maintenance

- A new lift core to service the building: 3 new lifts (One for service use with capacity for peak times guest use where beneficial) 1 lift per 68 rooms in peak times
- Existing lift core: 3 lifts per 252 rooms. 1 lift per 84 rooms in peak times. (Additional Dedicated service lift)
- New fire stairs to the BCA
- New fire stair to integrate accessible waiting location for assistance.
- See access report for details

3.1.2 Circulation

- No bag storage outside of designated bag store areas

3.2 Cleaning and Maintenance

3.2.1 Exterior Planting

- Perimeter walls should not be left exposed but screened with planting. Gardening maintenance to be managed by hotel Engineer to maintain healthy conditions and keep planting from passing boundary in a way that creates nuisance to passers-by.
- Preserve existing trees to Bourke rd
- Protect all trees during any maintenance work as required
- Approved trimming to only be undertaken with council approval, and in accordance with safe work method.
- Mulching of landscape areas to be maintained to minimise water usage and evaporation
- Captured water to be used for landscape irrigation prior to tap water
- When mulch is necessary, re-use organic waste on site. Approved cleared vegetation can be chipped or mulched to nourish roof terrace and surrounding garden beds.

3.2.2 Façade and iconic corner screen cleaning

- Façade cleaning to be undertaken by qualified safe professional cable based methodology.
- The screen and glass iconic corner to O'riorden st and Bourke rd is built in a way to enable cleaning staff behind the screen.
- Solar PV cells. Cleaning regime to ensure efficacy of the panel system in accordance with schedule.
- Access to all roof and façade activities is to be by contractors with appropriate safety equipment, induction, and insurances and in accordance with approved safe work method statement.

3.2.3 Kitchen Maintenance Works

- New kitchen with cleaning and maintenance regime to manage. All exhausts of kitchen to be released at high level so as not to provide maintenance cleaning issue at street level façade.
- Reuse of existing kitchen appliance where possible
- Existing Hotel Maintenance office and workshop to remain.

- New appliances to reduce energy usage

3.2.4 Waste and Rubbish sorting

- To Kitchen rubbish and waste and recycling to be managed in accordance with waste management plan.
- Waste efficiency plan to explore liquefying waste options to minimise truck transport and storage requirements.
- Fresh food waste minimised by daily deliveries
- Beverage deliveries to utilise glass crusher for waste management
- Existing grease trap to be maintained with existing service agreement
- Room waste removal to be removed in bags and disposed in large bins utilising loading dock
- See waste management plan attached

3.2.5 Elevators

- Schindler, 3 x guest, 1 x goods
- Similar or better systems are proposed for the new works with similar management routines.
- See Hotel engineer for schedule details.

3.2.6 Guest room works (Housekeeping)

Dedicated housekeeping cupboard per level. Laundry chute to linen store in basement.

4.0 Hotel Compliance

4.1 Fire Compliance Requirements

4.1.1 Fire Compartmentalization

- Layout as required from BCA compliance so that the existing tower remains untouched and the current building fully complies with all codes and where possible improves the situation of the existing hotel.
- Fire door separation between upgraded areas and not upgraded areas
- See BCA report and Fire engineers report for further details.

4.1.2 BCA Compliance

- Egress at all stages of development
- Egress signage as required
- See Fire Compliance report for details

4.1.3 Fire Indicator Panel Works

- Additional Fire indicator panel at new location to improve existing situation.
- See fire engineering report

4.1.4 Energy Efficiency

- All space provided within the Green Engage® system. Minimum level 1 to meet IHG requirements
- Adopt smart energy efficiencies where recommended in accordance with manual.
- Significant investment has been made towards the energy efficiency of the Property including new chillers, lighting, BMS system and sub metering. This has resulted in a significant reductions in energy costs and will reduce the impact of any future energy price increases. The hotel has a 3.5 star NABERS rating which is anticipated to improve based on the most recent audit

4.1.5 Fire Compliance

- All certification to be updated and inspected as per schedule. See attached current report and certificate.

4.1.6 Fire System

- Wormald MX4428 fire panel and EWIS warning & communications panel.
- See Hotel engineer for schedule details.

5.0 Hotel Operations

5.1 Waste Management

5.1.1 Housekeeping

All levels have a communal waste recycling and storage room for beds, linen, cleaning supplies, waste sorting and connection to a linen chute.

5.1.2 Dedicated Maintenance Room

All levels communal waste recycling and storage room to include:

- All cleaning products storage,
- Garbage store for at least one day
- Access to service lift
- Recycling separation
- Tap with hot and cold and sink for cleaning
- Vacuum storage
- Access to linen chute
- Appropriate ventilation and construction in accordance with the BCA

5.1.3 Cleaning

All levels have access to the storage lift which is availed for moving supplies and linen up to the room levels, and providing access to staff to clean rooms and manage rooms without guest interface. The lift will be used in peak time for guest access when necessary and the lift consultant has coordinated to allow for adequate speed such that guest usage is only anticipated 0 -2 hour per day in peak times.

5.1.4 Kitchen Waste

All levels of kitchen waste are to be reviewed on an annual basis, and the current strategy is proposed by the Sangster Kitchen and waste management consultants. (See attached)

5.1.5 Waste storage

The staff waste storage and recycling room is proposed to remain, and is sized on basis of factoring additional capacity that the waste management consultant has calculated.

5.1.6 Grease Trap

The staff waste kitchen waste utilises the existing grease trap that has a service routine and is accessed via the service lane at the rear of the site.

The servicing of the grease trap is in accordance with Sydney water wastesafe code of practice. The new capacity will be assessed for the number of covers and where necessary the level of servicing will be increased. The current anticipated coverage of the restaurant is 260 per day. Therefore we anticipate 26 weekly servicing frequency, and this frequency will be monitored annually to manage the appropriate frequency.

5.1.7 Dedicated Garbage loading dock

The southern most loading dock is sized as existing to cater for the current waste removal contractor, and the existing contractor is to be retained in the proposed new design.

Within each room there are two bins, one in the room and one in the bathroom

Garbage from rooms is brought down to the garbage room via the service lift on a daily basis on service of the room.

The bin enclosure shown on the plans is 28sqm which equates for the increase of demand of 15 sqm that the new rooms will add to the project.

5.1.8 Bulky goods store

The bulky goods store, pallets and compressed boxes is proposed within the existing garbage room for food stuffs and beverages, and there is removal of these pallets and kegs on a daily basis when new foods are delivered.

5.1.9 Garden wastes

Garden storage and waste will be located in the rear lane landscaped area.

Tree pruning on an annual basis is conducted via mobile crane and is removed from site. There is a plan to use elements of the tree waste collected annually as mulch to nourish the new O'Riorden street planting and roof garden beds

5.1.10 Waste and recycling trucks access

Garbage and recycling collection will be undertaken from the loading dock. There is a lease for access through the rear lane, and the traffic swept paths for the garbage trucks have been incorporated by a traffic engineer to demonstrate the method of turning to service the property.

5.1.11 Waste storage areas cleaning schedules

Garbage and recycling loading and storage areas are designed to be of the appropriate temperature. The cleaning schedule for the garbage room is for weekly clean and the appropriate drainage and hose cock are located in the existing room.

The bins are to be cleaned within the garbage room and the drains are currently connected to the grease trap

Garbage is to be collected twice weekly and the written evidence of the licenced waste contractor is to be held on the site at all times.

5.2 ICTE

5.2.1 In-Room Entertainment

Docomo / MavTV / FoxTel

- Similar or better systems are proposed for the new works with similar management routines.
- CC TV, Alarmed fire door exits
- See Hotel engineer for schedule details

5.3 Storage

5.3.1 Kitchen Storage

- All food delivery to be stored in storage areas
- All fresh food delivery to be stored in cold storage or freezer storage
- All linen arrival to be stored in basement store until moved to individual level storage cupboards.

- All arrivals to be checked by kitchen host and signed for prior to entry to the building

5.4 Leasehold and Easement affected land

- All easement clearances to substation to remain in accordance with Ausgrid requirements.
- No storage within the access zone to the entrance of the substation
- All lease requirements to Sydney water land to remain in accordance with Sydney Water lease agreement.
- Parking and landscaping permitted only on leasehold land
- Lot 1 Deposited Plan 800299 : Ground Lease Expiring 2039 with 50 year option

5.5 Deliveries and Loading

- All deliveries via Coward Avenue are to navigate in accordance with the swept paths noted in the traffic management plan.
- See traffic management plan attached

5.6 Room Cleaning

5.6.1 Linen / Laundry

- All linen to be collected in basement via chute.
- All linen outsourced to line cleaning service
- Linen delivery via loading dock to service lift.
- Housekeeping is staffed on a level by level basis with all housekeeping staff to have tools and equipment located at each level to minimise circulation time

5.7 Room Door Lock System

- Kaba, swipe card

5.8 Acoustic standards

- To Acoustic consultant advice
- All rooms to maintain acoustic standards
- Qantas crew contract staff rooms to maintain levels in accordance with Qantas contract. Testing to be conducted on intervals as required.

5.9 Hot water

- Gas hot water heaters, roof top and basement. Hot water storage tanks on roof top.

5.10 Air Conditioning

- Chilled water air conditioning with 2 x 650 kW multistack RC130-5.0 chiller units (located in basement), Muller air handling units for public areas, Sinko fan coil units in rooms. 2 x cooling towers located on roof top.
- Similar or better systems are proposed for the new works with similar management routines.
- See Hotel engineer for schedule details.

6.0 Hotel Staff

6.1 Staff numbers

- Currently there are 10 senior staff and 20 support staff
- Proposed within the expansion is an additional 10 support staff in kitchen and housekeeping. Resulting in a total peak times 40 staff.
- All staff have access from staff entry to staff lounge quarters and dining quarters.
- End of trip facilities and lockers are provided. Maintenance by housekeeping
- Uniforms storage and staff resources are located adjoining to the End of trip facilities, and are managed with opening hours according to a schedule.
- Staff transport options are noted in parking and transport (below)

6.2 Staff amenity

- Staff reception is the entry point for all people entering the building through the staff entry. Security measures are in place including, swipe card access, cameras and reception staff.
- All staff have access from staff entry to staff lounge quarters and dining quarters.
- End of trip facilities and lockers are provided. Maintenance by housekeeping
- Uniforms storage and staff resources are located adjoining to the End of trip facilities, and are managed with opening hours according to a schedule.
- Staff parking is allocated to senior staff
- Staff bike parking is provided
- Casual staff non peak times parking is available in the rear parking lot with access from Coward Avenue and swipe card access via boom gate.
- Casual staff peak times parking is available based on contract arrangements with

6.2.1 Front of House

Dining and Informal Guest space

- Lobby Reception: Location to enable all guest to be welcomed by one centrally located reception desk.
- Dining Biggles bar: to be served by bar staff from main kitchen
- Dining Sorrococos room: to be served by main kitchen

6.2.2 Front of House – Support services

- Guest Toilets : existing, maintained by housekeeping staff
- Valet Parking: keys are left with reception and managed by reception
- Waiting areas: Utility area adjoining Lobby and the Biggles bar area are to be used as additional waiting areas for new guests.
- Bag storage: Guests bag storage located behind Reception for increase room numbers. No bag storage outside of designated bag store areas

7.0 Hotel Parking and Transport

7.1 Private vehicle guests

- Single room driving guests: To be accommodated in allocated “easy access” primary spaces
- Taxi riding guests : To be dropped off/picked up from taxi loading spaces
- All accessible guests can receive valet parking at the porte cochere, or avail accessible parking adjoining to the lobby entry
- Stay and fly guests to be parked in the dedicated basement valet tandem spaces; and keys to be left at reception for valet car retrieval
- GoGet utilising staff: To be accommodated in allocated “goget” ride share spaces

7.2 Public transport guests

- Train riding guests: To walk up bourke rd to the train station (300m). Existing street access is existing and no changes are proposed.
- Train riding staff: To walk up bourke rd to the train station (300m). Existing street access is existing and no changes are proposed. Access to staff end of trip facilities and lockers available through staff entry. New footpath link to staff entry proposed in new landscaping design.

7.3 Bus and shuttle guests

- All Qantas crew contract guests arrive via bus. Two buses arrive and drop off at the porte cochere
- All shuttle bus guests arrive via either of our two nominated shuttle services. See timetables attached.
- Large group guests to be offered tandem parking, and valet pickup (with discount combi rate); and keys to be left at reception for valet car retrieval
- Large group guests during peak times to be offered valet parking and valet pick up (with discount combi rate); and keys to be left at reception for car drop off and retrieval.

7.4 Valet Parking Procedures

- Standard times valet parking will be located in tandem spaces in the basement parking
- Overflow valet parking during peak times will be located in the overflow parking off Coward Avenue
- Valet drop off service: guests will be met at the porte cochere where they will be unpacked by reception staff and escorted to reception. The car will be parked depending on Standard or peak times, and keys will be held at reception.
- Valet pickup service: guests will report to reception with their parking slip and their car will be retrieved to the porte cochere.

7.5 Private vehicle staff

- All senior staff are parked in staff zone tandem spaces; and keys to be left at reception for valet car retrieval
- All casual staff will be offered staff parking for non-peak periods of the year in rear block parking via coward avenue.
- All casual staff will be offered contracted local Wilson parking station spaces for peak times of the year if parking is filled by guests.

7.6 Private bicycle staff

- All bike riding staff are offered bike storage as part of the landscape design. Lockable cables and bike racks to be

provided and maintained with swipe card access equal to staff entry door.

- ↘ Driveways and on-site circulation must be clear and easy to navigate. No parking outside of designated lined parking spaces.

8.0 Hotel Enabling works during construction

8.1 Enabling Works – Logistics

- Temporary Operation during Construction
- Existing Commercial kitchen remains active
- Mechanical plant to existing cut and temporarily enabled with permanent or temporary solution
- Staff toilets designated within existing ground floor guest toilets
- Temporary egress paths identified and designated
- Capacity for a future interim second entrance which enables ground floor close out works

8.2 Enabling Works - Loading

Food

- Delivered everyday
- Truck access via front door out of hours
- Deliver to storage located in temporary location in existing kitchen

Laundry

- Delivered everyday through front door
- Will be able to deliver through lobby at 1am
- Requires 1.8m trolleys 0.5m wide

Beverages

- Delivered in bottles for period of construction to minimise use of keg facilities
- Truck access to storage located in temporary location in existing kitchen
- Likely revert to bottled drinks if the keg service (Biggles only) is deactivated

Garbage

- Collected everyday
- Recycling 1 per week
- Can be taken out by staff to small bins in bags daily to collection point adjoining to temporary construction zone without creating clash with construction activity and creating safety concerns.
- Note: no access of staff to construction site

Laundry

- Linen storage area (equal to half the current laundry)
-

9.0 Hotel Workplace Travel Plan

9.1 Goals

- Greater variety of transport options to work for staff
- Become a flexible workplace and a healthy workplace
- Attract staff from broad locations near and far

9.2 Responsive Process

- New residential accommodation has recently been built in the local area, and these residents and changing demographics need to be considered regularly.

9.3 Analysis of staff needs and current situations

- Current staff data suggest that the proposed 40 staff will commute to work with approximately half driving to work, and approximately 25% percent utilising the train station, with 25% commuting with varying alternative methods, bike, walking and ride share.
- The evening staff predominately drive to work, with only occasional public transport utilisation.

9.4 Proposed Solutions

- The existing end of trip facilities are to be workshopped with the design team during design of the new rooms, and where benefit can be added, internal amenity will be added to improve the opportunity.
- Bike parking for staff will be included in the design solution as part of the expansion. It is proposed that the amenity can offer appeal to local residents to enable employment opportunities.
- The existing ride share spaces, goget will be retained, and staff will be educated on how to apply for a membership to enable lunchtime errands and travel which consequentially enable the ability to take public transport to work.
- Upgraded lockers have recently be installed in the staff end of trip precinct.
- The increased parking levels allocate 20 parking spaces for staff in peak times, and excess of this in all periods except peak periods. (December and January)
- A quote has been attained from a local Wilson car parking facility such that, in peak times if ever necessary, staff spaces will be guaranteed, to give certainty to staff of adequate reliable parking.

9.5 Resources

- The proposed construction project includes budget for new bike racks, increased staff and overflow parking.
- Existing hotel arrangements with shuttle services to the airport are being contacted to explore staff pickup options as an alternative option for transport
- Proposed annual review of staff demographics and transport and lifestyle needs to enable greater work travel satisfaction