



APPENDIX J: PLAN OF MANAGEMENT - HOTEL



Hotel Plan of Management

December 2023

1 INTRODUCTION

1.1 Purpose

This Plan of Management (PoM) has been prepared in support of a proposed hotel development as part of Phase 3 of the Ramond Terrace Bowling Club development at 2 Jacaranda Avenue Raymond Terrace. This PoM outlines hotel management policies, addresses security protocols for the operation of the proposed development and it establishes a framework for how ongoing operations plan to be managed on site by the future operator (refer to section 1.2).

The proposed hotel building comprises of the following:

Construction and use of a 6-story hotel building comprising of the following:

- lower ground reception, bin store, back of house and office
- 4 hotel levels containing 50 rooms
- top floor to hold restaurant, offices, bark functions space and kitchen wc's

1.2 Operator

At this stage, a hotel operator has not been secured for the building. Notwithstanding this, the future hotel operator will be required to adhere to the policies and procedures outlined in this PoM. It is noted that the PoM will be a responsive document which continues to be refined with detailed input from the future hotel operator, and this should be reflected in an updated PoM to be finalised prior to the issue of an Occupation Certificate. It is acknowledged that the ongoing success of this hotel in the Raymond Terrace market is to an extent reliant on quality management and resident experience, therefore it is acknowledged that the appropriate management of the facility is paramount.

1.3 Objectives of the PoM

The objectives of the PoM are as follows:

- Provide an easy-to-follow document that outlines how the hotel will be managed and maintained in a manner that provides for a high standard of accommodation for all occupants.
- To ensure that management policies and procedures support the successful operation of the hotel as a responsible and responsive member of the Raymond Terrace Community.
- Ensure that all servicing of the hotel is carried out in a coordinated, safe, and managed manner, with minimal disruption to the surrounding area.
- Ensure that vehicle access and traffic generation associated with the hotel has minimal impact on the local road and parking network.

- Create an environment that is safe and non-threatening to staff, hotel guests and other members of the community.
- Ensure hotel guests are served in a responsible, friendly, and professional manner by trained staff.
- Ensure all employees receive training on their responsibilities and have a sound understanding of management procedures adopted by the operator.
- Minimise the impacts of the operation of the premises on hotel guests and the community and to respond to community concerns promptly and professionally.

1.4 Implementation

The PoM is a responsive document which can be updated to respond to changing regulations, procedures, and practices. All staff and management at the hotel will be provided with a copy of the PoM and briefed on the requirements as part of the employment induction process. A copy of the PoM will be always available on the site.

The hotel always adheres to the following rules of operation:

- Comply with regulatory approvals (refer section below);
- Comply with its House Policies (emergency and evacuation procedures, cash handling and the like); and
- Ensure compliance with this PoM.

1.5 Site and Locality Details

This site is located at 2 Jacaranda Avenue Raymond Terrace within the Port Stephens Council Local Government Area, as illustrated in **Figure 1**. The site is located next door to Raymond Terrace Medical Centre and is also in the vicinity of a number of regionally significant land uses and features including Raymond Terrace Marketplace, Hunter River High School and the point where the Williams River meets the Hunter River.

The hotel site has two primary road frontages, including a primary frontage to Port Stephens Street (118.7m boundary frontage) and Swan Street (112.7m total boundary frontage). The hotel's frontage to Port Stephens Street spans 38.4m (32.4% of total frontage), and the hotel's frontage to Swan Street spans 46.9m (41.6% of total frontage). An aerial photograph of the site is shown at **Figure2**.



Figure 1 Site Location

Source: Google Maps



Figure 2 Site Aerial

Source: Issue to Access Plans (EJE)

2.0 OPERATIONAL MANAGEMENT PLAN

2.1 Overview

The operation of the hotel is to have regard to:

- Ensuring maximum occupancy requirements are not exceeded.
- Waste minimisation, storage, and collection procedures.
- Staffing arrangements including the number of staff to be employed.
- Any proposed shuttle service providing a pick-up and drop-off service to guests, including details of the timetable, and set down arrangements.
- Maintenance and cleanliness of the premises.
- Ensuring the ongoing workability of emergency systems including lighting and smoke detectors, sprinkler systems, and air conditioning.
- Ensuring staff are trained in relation to the approved Emergency management and Evacuation Plan.
- Ensuring the placement and composition of furnishing and fittings achieve the appropriate fire safety requirements.
- Ensuring premises are regularly checked to ensure fire safety including that all required exits and egress paths are clear and free of locks and obstructions.
- Safety and security of staff, tenants, and guests.

The hotel ensures senior management is responsive to the following:

- Requirements of the NSW Police Service.
- Requirements of officers of Port Stephens Council, who may visit the premises from time to time in the performance of their statutory duties. They are to be afforded courtesy and issues raised by them are to be addressed in a sensible and prompt manner.
- The hotel recognises the need to ensure the safety and security of staff, guests and the greater community in which the hotel resides.

2.2 Hours of Operation

The hotel will operate 24 hours a day, 7 days a week.

2.3 Hotel Accommodation

The hotel will be made up of 50 rooms, specifically 45 sole-occupancy units (including 4 accessible) and 5 serviced apartments (including 2 accessible).

2.4 Patron Arrival

The lobby will be clearly themed and identified and will be always monitored by hotel staff to allow for appropriate management of guest check-ins/outs and building related enquiries. Port Stephens Street will be utilised as a pickup and drop off zone. This is an appropriate location as it is a quiet road and the hotel is small scale, therefore will not generate a high volume of pick up and drop offs. In addition, these periods will be spread throughout the day and night reflecting the inherent nature of a hotel use.

2.5 Checking In/Out

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

2.6 Access

Access to the hotel rooms and the upper-level amenities will only be available via secured electronic key cards. Each card will only allow access to their corresponding level and communal facilities (e.g. level 3 cards will not be able to access Level 4). Guests who require parking will be able to park in the car park below the hotel room.

2.7 Maximum Stay – Hotel Rooms

The maximum permitted length of stay for the hotel rooms is three (3) months.

2.8 Security

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

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

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

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

2.9 Management of Large Groups

The proposal contains 50 rooms, and the hotel will employ approximately 10 staff with 1 to 2 management staff on site at any one time. The proposal is a boutique hotel, as such is not envisaged to generate large groups of people.

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

The lower ground floor has been carefully designed with one access point to the hotel reception space, baggage storage, as well as office space. During peak periods, it is envisaged that guests will occupy these spaces, as such significant queuing is not expected.

More specific patron management measures include:

• Management and staff will take all reasonable steps to ensure that the behaviour of guests entering and leaving the premises and whilst at the premises, does not detrimentally affect the amenity of the neighbourhood.

- If necessary, signage will be prominently displayed at the premises requesting that guests upon leaving do so quickly and quietly having regard to the amenity of the area.
- Management will ensure guests are directed to suitable nearby transport including buses and taxis to promote the orderly movement of groups during peak trading periods.
- Groups who are being overly noisy will be asked by staff to quieten down.
- Management will develop and implement practices relating to the management of large groups attending the premises to minimise the potential for adverse impacts.



Figure 3 Lower Ground Floor Plan Showing the Hotel Building to the North East

Source: Issue to Access Plans (EJE)

2.10 Public Transport

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

2.11 Deliveries and Servicing

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

- Deliveries of goods and services, and collection of waste and other materials is to occur via the loading zone accessed off Jacaranda Avenue.
- The majority of goods delivered, as well as waste collection will occur during off-peak periods, where possible. This will limit any disturbance to guests on the premises or the amenity of the surrounding area.
- Deliveries and collection of linen/laundry is to occur between the hours of 7am and 10m, 7 days a week.
- Delivery vehicles that service the site are to be lo larger than a small rigid vehicle (i.e. 6.4m length).

- The hotel's Management are responsible for coordinating delivery and servicing times to ensure that overlapping of delivery vehicles does not occur. This could include allocation of delivery windows for specific service providers.
- Access for deliveries and waste collection will not cause any interruption to the flow of external traffic. It will be desirable for all loading and unloading to be undertaken wholly within the premises with no deliveries, loading or unloading occurring on the street. Figure 3 above illustrates the proposed loading zone configuration.

2.12 Staffing

The hotel will employ approximately 4 staff full time with approximately 1 to 2 management staff allocated per shift. Additional part time staff/contractors may be present on the site at any one time, such as security staff, as needed.

2.12.1 Recruitment Policy

It is the hotel's policy to recruit the best person possible for the job, irrespective of colour, race, sex, sexual orientation, pregnancy, physical impairment, or marital status, and to encourage promotion from within the hotel.

2.12.2 Equal Employment Opportunities

The hotel fully supports the Federal, State and Local Government's policy of equal opportunity for all persons. This policy is based on the principles of equity and fairness embodies in the government's anti-discrimination legislation. The objectives of this legislation are to eliminate and ensure the absence of discrimination in employment and to actively promote equal employment opportunities for minorities, men, women and the physically impaired.

2.12.3 Training Policy

The hotel will strive to set a high priority on the training and development of its team members, nurturing excellence in everyone. Further, it recognises that its continued and increased success is dependent upon the provisions of trained motivated team members at all levels and in all positions.

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

At all times, a staff member proficient and appropriately certified in first aid will be on duty to respond to a medical incident on the premises. Appropriate equipment such as an Automated External Defibrillator device and first aid kits will be available with staff trained in their use.

2.13 Appraisals

Hotel management will be required to appraise staff annually. The purpose of these appraisals is to provide feedback on performance and where appropriate, help improve performance knowledge, skills, attitude, quality and output of work, maintenance of RSA policies and procedure, grooming, and attendance are all taken into account. Staff will be provided the opportunity to discuss their progress and career objectives and are also able to make comments on the appraisal document. Written appraisal documents are in no way intended to take the place of daily communication that

will occur between staff and the Managers. They are meant to formalise and summarise the ongoing informal communication, so there should be no surprises when appraisal time comes around.

2.14 Building Design and Safety Procedures

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

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

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

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

The hotel floors will be acoustically treated for both airborne noise and footfall noise to comply with the NCC. Walls between hotel rooms will be designed to comply with the NCC and all mechanical services will be treated for compliance with Port Stephens Council's criteria. From an operational perspective all guest's behaviour will be supervised by hotel management and integrated security.

2.15 Crime Prevention Through Environmental Design

The PoM is consistent with the principles of Crime Prevention Through Environmental Design (CPTED) by creating environmental and social conditions that;

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

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

2.16 Noise

The new hotel will be managed to minimise the potential of causing a nuisance, or an offensive noise as defined in the *Protection of the Environment Operations Act 1997* to adjoining properties or the public. The following measures will be implemented:

• The hotel will ensure senior management is aware of the operational consequences of the PoM to ensure that it is consistently enforced.

- All staff, as part of the induction process, will be required to be familiar with this Management Plan and will play an important part in maintain a quiet ambiance.
- Guests of the hotel making any significant noise at sensitive times will be asked to reduce their volume and any guests behaving in an unsociable manner will be asked to moderate their behaviour.
- Additionally, the safety and security issues addressed in this Management Plan have been devised to ensure the quiet amenity of neighbouring properties is always maintained during the operation of the premises.

Staff will be encouraged to minimise noise whilst on site and always report any negative behaviour. Reports of all noise complaints will be documented in a register and kept on site. Staff will be encouraged to ensure that customers behave in an appropriate manner whilst on the site and do not disturb the neighbourhood when exiting the premises late at night.

The premises will be operated in accordance with noise conditions imposed by local authority as part of any development approval as well as any requirements of the relevant licensing authority. All sound emissions and noise management practices will comply with Council's requirements, the Protection of the Environment (Operations) Act 1997 and Liquor and Gaming NSW.

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

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

This operation has been endorsed by RAPT Consulting in their Acoustic Impact Assessment.

2.17 Waste Management

All guests are to minimise waste and recycling and appropriate. Garbage should only be placed in the waste storage facilities provided. Litter will not be tolerated in hallways.

Waste is to be separated into recyclable and non-recyclable and placed in the split-bins provided in each room. Before each garbage collection day, tenants should empty these bins into the appropriate collection receptacle in the bin room in the basement.

The Hotel Manager will arrange for the accumulated waste and recycling to be moved to the holding area on the street level for collection on garbage day. After collection the onsite Manager will arrange for the empty receptacles to be moved back to the bin area.

2.18 Cleaning

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

2.19 Graffiti

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

2.20 Money Handling

Management will be responsible to undertake all movement of cash to and from the premises. There will be no movement of monies from the premises by Security Personnel at night. All appropriate safety alarms will be installed at the building including back to base security which involves the Intruder Alarm System being linked to the security company.

3.0 SECURITY MANAGEMENT PLAN

3.1 CCTV Camera

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

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

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

Management will ensure the system is maintained and in good working order. Management is to ensure that the coverage is operated with due regard to the privacy and civil liberties of all persons within the development and in strict accordance with the Privacy and Person/Information Protection Act 1998.

3.2 General Surveillance

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

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

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

3.3 Lighting

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

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

3.4 Restricted Areas

Access will be restricted particularly in relation to nominated "secure areas" such as back of house areas. This will be achieved by the installation of security hardware (locks etc).

3.5 Signage

Clearly identifiable signage will be installed in and around the building to indicate which areas are open to guests and members of the public and which areas are restricted.

3.6 Space Management

Routine maintenance checks and reporting will be carried out by personnel employed at the hotel to ensure the property is maintained and to reduce the likelihood of crime or vandalism. Landscaping

will be maintained in a manner that communicates an alert and active presence. Furthermore, robust materials are proposed to be used where possible to mitigate against potential malicious damage. Any vandalism or graffiti should be repaired and removed promptly by staff or contractors.

3.7 Landscaping

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

3.8 Guest Management

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

- All staff are to be trained about the obligations, practices and procedures of the hotel.
- All staff, as part of the induction process, are fully briefed on how they should address and caution potentially inebriated or unusually vocal guests to minimise the likelihood of disturbing the quiet and good order of the neighbourhood.
- Additionally, the safety and security issues addressed in this PoM have been devised to ensure the quiet amenity of neighbouring properties is always maintained during the operation of the premises.
- Hotel employees are encouraged to assist with passive surveillance of all areas of the development.

3.9 Weapons

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

3.10 Theft

If theft occurs involving a guest every effort must be made to assist the guest in any way possible i.e. forms, Police report, telephone calls. All personal information must be recorded on the Incident Report Form in case any items are recovered at a future time.

Incidents involving staff members must also be documented on the Incident Report Form and any necessary Police reports must be completed. A list of all items missing must be recorded.

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

3.11 Anti-Social Behaviour

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

3.12 Complaints Handling

All staff members will undergo complaints training to ensure that they are skilled in being able to appropriately manage complaints or when they are required to be elevated to a Manager. Generally, all complaints will be dealt with by Managers.

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

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

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

Complaints will be handled by management and staff at the hotel. Guests will also have the opportunity to escalate issues to the Chief Executive Officer.

3.13 Incident Reporting and Complaints Register

A register is to be kept which identifies any incidents that may have occurred or complaints that are considered to be worth noting. The day, time and details of the incident/complaint are to be noted within the register. A copy of the register will be made available to the Police within 48 hours of request, if requested.

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

The entries within the incident/complaints register will be used as a basis for the review and amendment to this plan of management as required. A review of the incident/complaints register will be undertaken annually.

3.14 State Health & Safety Regulatory Authority

Any notice/document/request that is raised by a State Health & Safety Regulatory Authority Inspector just be immediately communicated to the WHS Manager who will then ensure that all other appropriate personnel are informed. The WHS Manager will the develop an action plan or actions with responsibilities to address the issue raised.

3.15 Consultation

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

Ongoing review of this document may be undertaken to ensure that the PoM remains relevant to the operation of the Hotel and that issues that arise can be managed into the future. A final PoM will be prepared by the future hotel operator to be completed prior to the issue of an Occupation Certificate