

# Operational & Security Management Plan

125-131 Baxter Road, Mascot

Prepared for Boston Atlas Hotels Pty Ltd

November 2023

## Document status

Revision No	Revision Date	Name	Signature
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# **1. Introduction**

## **1.1. Purpose**

This Operational & Security Management Plan has been prepared for Boston Atlas Hotels Pty Ltd in support of the proposed hotel development at 125-131 Baxter Road, Mascot. It outlines hotel management policies and addresses security protocols for the operation of the proposed development.

This plan responds to the requirements of Part 6 of the BBDCP 2013 of Bayside Council for a Plan of Management. It establishes a framework for how on-going operations are to be managed on site by the future operator which has yet to be appointed (refer to Section 1.2). The proposed Operator will be an International renowned Operator.

The proposed development comprises of the following:

- 84 x hotel rooms
- Rooftop food & beverage
- Ground floor food & beverage retail
- Car parking spaces
- Back of House Areas as required

The details are provided in the drawings prepared by Rothelowman Architects as submitted in the Development Application.

This plan explains how the premises will be operated to meet obligations associated with the hotel management policies, liquor licensing requirements, the safety and security of the patrons and to minimise impacts on neighbours.

## **1.2. Operator**

Boston Atlas Hotels Pty Ltd are undertaken a rigorous hotel operator selection process to appoint a preferred operator for the hotel, under a management agreement. It was decided to complete the operator selection process following the lodgement of the Development Application. The proposed operator will be a renowned hotel operator.

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

## **1.3. Objectives of this Plan**

The objectives of the plan are as follows:

- Outline 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 local 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, patrons and other members of the community;
- Effectively manage the provision of alcohol on site and discourage rapid or excessive consumption of alcohol;
- Ensure patrons and 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; and
- 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 plan is a responsive document which can be updated to respond to changing regulations, procedures and practices.

All staff and management at the hotel will be provided with a copy of this plan and briefed on the requirements as part of the employment induction process. A copy of the plan will be available on site at all times.

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

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

#### **1.5. Site and Locality Details**

The site is located at 125-131 Baxter Road, Mascot and is within Bayside Council Local Government Area.

## **2. 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 pickup and drop off service to guests, including details of the timetable and set down arrangements;
- The maintenance and cleanliness of the premises;
- Ensuring the on-going workability of essential services and emergency including lighting and smokedetectors, sprinkler systems, and air conditioning;
- Ensuring staff are trained in relation to the operation of the approved Emergency Management and Evacuation Plan;
- Ensuring the placement and composition of furnishing and fittings achieve the appropriate fire safety requirements;
- Ensuring premises are regularly checked to ensure fire safety including that all required exits and egress paths are clear and free of locks and obstructions; and
- On-site security.

The hotel operator ensures senior management is responsive to the following:

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

### **2.2. Base Hours of Operation**

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

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

### **2.3. Patron Arrival**

The lobby will be clearly themed and identified and will be managed by staff at all times to manage guest check-in/outs and building related enquiries. A short stay drop-off area is available off Baxter Road.

## **2.4. 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 bookings.

## **2.5. Access**

### **Hotel**

Access to the hotel 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.

### **Ground Floor Food & Beverage Space**

The Ground Floor Food & Beverage Space will be accessed from the entry foyer. Access will be managed in accordance with the liquor license requirements.

### **Rooftop Conference Space**

Access to the rooftop F&B space will be available via the lift at the entry foyer. Access will be managed in accordance with the liquor license requirements.

## **2.6. Security**

The hotel entry, lobby, loading dock, food and beverage spaces and common areas will be monitored 24 hours a day via CCTV monitoring, as well as by trained 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 operator will set a high priority on the training and development of its team members. Further, it recognises that its continued and increased success within the hotel market is to an extent dependent upon the provisions of trained motivated team members at all levels and in all positions. In this way, guest safety is paramount.

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

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

## **2.7. Public Transport**

The site's central location and range of public transport options encourages travel by bus, train and foot. The hotels 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.

## **2.8. Cleaning**

The housekeeping and stewarding staff are responsible for the maintenance of the premises to ensure it is always in a clean and tidy state. Staff will also ensure that areas surrounding the premises are monitored on a continual basis and that all fire escapes and stairways are kept clear of obstructions at all times.

## **2.9. Deliveries and Servicing**

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

- Deliveries of goods and services, and collection of waste and other materials is to occur via the loading dock accessed from Baxter Road.
- The majority of goods delivered, as well as waste collection will occur during off-peak periods, where possible. This will limit any disturbance to guests on the premises or the amenity of the surrounding area.
- Deliveries and collection of linen/laundry is to occur between the hours of 7am and 10pm, Monday to Saturday. Sunday and Public Holidays between the hours of 8am and 10pm.
- Deliveries of goods to service the Food & Beverage areas is to occur between the hours of 7am and 10pm, Monday to Saturday. Sunday and Public Holidays between the hours of 8am and 10pm.
- Delivery vehicles that service the site are not required to be any larger than a medium rigid vehicle (i.e. 8.8m length)
- The hotel's management is 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. All loading and unloading will occur within the loading dock.

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

## **2.10. Recruitment and Equal Employment Opportunities**

The operator is required to recruit the best person possible for the job, irrespective of colour, race, sex, sexual orientation, pregnancy, physical impairment or marital status and to encourage promotion.

The future operator must comply with Federal, State and Local Governments' policy of equal opportunity for all persons. This policy is based on the principles of Equity and Fairness embodied in the government's anti-discrimination legislation. The objectives of this legislation are to eliminate and ensure the absence of discrimination in employment and to actively promote equal employment opportunities for minorities, men, women, and the physically impaired.

## **2.11. Training Policy**

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

All staff will be required to be trained in relevant security measures and staff training days will be

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

The operator will require staff members to be proficient and appropriately certified in first aid qualification will be on duty to respond to a medical incident on the premises. Appropriate equipment such as Automated External Defibrillator devices and first aid kits will be available with staff trained in their use.

## **2.12. Building Design and Safety Procedures**

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

The lifts will adequately service the guests to travel between the lobby, reception, the food and beverage areas and their apartment floor. Fire stairs have been incorporated into the design as an alternative means of egress during an emergency. Common areas and the hotels will have appropriate essential services as required by the BCA and will be installed into the building for fire evacuations. All building emergency systems will be periodically tested including lighting and smoke detectors, sprinkler systems, and air conditioning as part of normal operational procedures.

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

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

The hotel floors will be acoustically treated for both air borne noise and foot fall noise to comply with the requirements of Bayside Council's DCP and BCA. Walls between hotel rooms will be designed to comply with BCA and Bayside Council's DCP requirements, and all mechanical services will be treated for compliance with Council's criteria. From an operational perspective, all guest behaviour will be supervised by management and integrated security.

## **2.13. Crime Prevention Through Environmental Design**

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

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



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

#### **2.14. Noise Management**

The hours of operation are subject to compliance with the following noise management measures as recommended in the Acoustic Report

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

- The hotel will ensure senior management is aware of the operational consequences of the plan to ensure that it is consistently enforced.
- All staff, as part of the induction process, will be required to be familiar with this Management Plan and will play an important part in maintaining a quiet ambience.
- Patrons of the hotels making any significant noise at sensitive times will be asked to reduce their volume and any customers behaving in an unsociable manner will be asked to moderate their behaviour.
- Additionally, the safety and security issues addressed in this Management Plan have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises.

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

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

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

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

#### **2.15. Waste Management**

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

- All waste is to be stored on site in the garbage room prior to transfer to the holding bay adjacent to the loading dock;

- Guest will empty bins from the apartment and other areas on a daily basis and will transport this waste to the garbage room. Waste will then be collected from the garbage room by a private contractor.
- At the time of collection, staff will wheel bins from the garbage room, down to the loading dock for collection. Collections will occur at a set time by a private collection contractor, as described below.
- Waste will be collected by a waste vehicle no larger than medium rigid vehicle (i.e., 8.8m length);
- Staff responsible for collecting waste will also be in charge of maintaining the garbage storage area so that it is clean and tidy at all times. The garbage storage area is to be hosed down and cleaned immediately after the collection and emptying of the waste bins;
- Any rubbish spillage outside the garbage area is to be cleaned immediately by the party responsible;
- The management will ensure that areas surrounding the premises are monitored on a continual basis to ensure that all fire escapes and stairways are kept clear of objects at all times;
- At the start and completion of each business day, a complete patrol will be conducted of the immediate area surrounding the premises to ensure premises is secure, all rubbish is cleared, and the loading dock area is clear and clean; and

## **2.16. Cleaning**

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 operator. Cleaning of both internal and external areas of the hotels will be undertaken by cleaning staff.

## **2.17. 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.

### **3. 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, lobby, loading dock and common areas. This system has automated recording technology, longer video storage capacity and video motion detection.

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

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

#### **3.2. General Surveillance**

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

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

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

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

The hotel operator will 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 so as to prevent concealment and shadowing. The standard of lighting will not only reduce the fear of crime in accordance with Australian lighting standards, but also serves to provide clear identification of activity using the high technology CCTV cameras proposed.

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

#### **3.4. 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.

### **3.5. Toilets**

Toilets for employees are provided.

Toilets for guests are provided and clearly signed.

### **3.6. Landscaping**

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

### **3.7. Guest and Patron Management**

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

- All staff are to be trained with regards to the obligations, practices and procedures of the hotel with regards to Responsible Service of Alcohol;
- The hotel does not serve liquor to intoxicated patrons. As well, intoxicated patrons are not allowed to remain on the premises, and due to the nature of the area, this is, and will continue to be tightly controlled by management;
- The Operator refuses entry to intoxicated persons coming from other venues in order to reduce incidences;
- All staff, as part of the induction process, are fully briefed on how they should address and caution potentially inebriated or unusually vocal customers in order to minimise the likelihood of disturbing the quiet and good order of the neighbourhood;
- Customers making any noise are asked to leave quietly and quickly and any customers loitering are asked to move on;
- The safety and security issues addressed in this plan have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises; and
- Employees are encouraged to assist with passive surveillance of all areas of the development. Staff will be encouraged to call their Supervisor or Manager if any difficulties arise to quickly "intercept" any potentially noisy, rowdy or abusive patrons to attempt to calm them down as much as possible as they leave.

### **3.8. 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.

### **3.9. Theft**

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

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

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

### **3.10. Antisocial Behaviour**

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

### **3.11. Complaints Handling**

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

Staff will be trained to handle complaints by teaching them the LAST process – Listen, Apologise, Solve and Thank.

Staff are trained to know how and when to turn over complaints to Managers.

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

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

Complaints will be handled by management and staff at the hotels. Guests will also have the opportunity to escalate issues to head office.

### **3.12. 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 upon request if requested.

Staff must not resist a robbery and are required call the police after the person(s) has left the building, at which time doors are locked. The hotels 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.

### **3.13. State Health & Safety Regulatory Authority**

Any Notice / document / request that are raised by a State Health & Safety Regulatory Authority Inspector must be immediately communicated to the OHS Manager who will then ensure that all other appropriate personnel are informed. The OHS Manager will then develop an Action Plan / Actions with responsibilities to address the issue raised.

### **3.14. Consultation**

Boston Atlas Hotels are committed to ongoing consultation with adjoining property owners, Police and Council to foster a better understanding of relevant operational issues that may arise at the site and would be available to be contacted to discuss potential issues as they may arise. Ongoing review of this document may be undertaken to ensure that the plan remains relevant to the operation of the hotel and that issues that arise can be managed into the future.