

The image is a full-page architectural rendering of a modern multi-story building. The upper portion of the building features a series of curved balconies with white railings and a facade of light-colored, vertically-oriented slats. Below this, a section of the building is constructed from dark red brick with a grid of windows. The sky is a clear, bright blue. A semi-transparent white box in the bottom left corner contains the title and other text.

# **402 Macquarie Street, Liverpool**

## Plan of Management

Prepared for  
The Grand Liverpool Pty Ltd

June 2024

**HiIPDA**  
CONSULTING



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# ABOUT THIS DOCUMENT

This Plan of Management (PoM) has been prepared to accompany development application documentation for a proposed 31-storey mixed-use building at 402 Macquarie Street, in Liverpool, which would include residential apartments, a hotel, bar and restaurant, and various amenities.

To inform the assessment of the proposal, the proponent has engaged HillPDA to prepare a PoM for the proposed development. The PoM considers the management requirements arising from the public components of the proposed development (including the hotel accommodation and associated facilities, the bar and restaurant, and the gym), as well as how these interact with the proposed private residential component.

The PoM outlines objectives and policies for managing the proposed development, based on the scheme at the time of its preparation (June 2024). It is intended to serve as an indicative framework that would be further developed and finalised by the future operator(s) prior to commencing operations at the site, should the proposal be approved.

Some sections of this document include placeholder text where relevant details are not yet known. Should the proposal be approved, the PoM would be revised (prior to obtaining the occupation certificate). At this time, it is anticipated the operator(s) would have been officially appointed, and relevant details will be able to be included in the revised PoM.

## Document details

Title	Plan of Management
Business	[ENTITY NAME]
Operator(s)	[OPERATOR(S)]
Location	402 Macquarie Street, Liverpool NSW
Version	Preliminary
Date issued	21 June 2024

# 1.0 INTRODUCTION

## 1.1 Purpose

This Plan of Management (PoM) has been prepared to guide the operation of a hotel (the premises), incorporating a licensed premises and gymnasium, at 402 Macquarie Street, Liverpool. It outlines the objectives, policies, and protocols for the operation of the premises.

## 1.2 Objectives

The objectives of this PoM are to:

- Ensure that the management of the premises maintains an acceptable level of amenity for the needs and requirements of occupants
- Manage operations to minimise any potentially adverse impacts on occupants at the site, adjoining properties, or the surrounding neighbourhood
- Provide a centralised approach for operations that is regularly monitored and updated (as necessary) to ensure effective and consistent management.

## 1.3 The site

This PoM pertains to a site is located at 402 Macquarie Street, Liverpool, legally described as Lot 100, DP1250893 (the site). Development at the site consists of a 31-storey mixed-use building totalling 22,918 square metres gross floor area. This includes:

- 168 residential apartments
- Residential communal areas and facilities
- A 198-room hotel, including lobby, conference/meeting/banquet rooms, and other amenities and ancillary functions
- Publicly accessible commercial facilities, including:
  - A bar and al fresco dining area
  - A restaurant
  - A gym.

The site is shown in Figure 1.

Figure 1: The site and its surrounds



Source: HillPDA, Bing Maps (2022)

## 1.4 Premises

For the purposes of this PoM, the premises is defined as the hotel and the other commercial operations occurring within the building. This includes the following:

- Hotel accommodation, facilities, and operational functions, consisting of 198 hotel rooms, lobby, conference / banquet room, and other amenities (levels 0-7)
- Restaurant located on the ground floor, with indoor and outdoor dining areas (approx. 290 patron capacity)
- Bar and al fresco dining area (located on level 8, approx. 200 patron capacity)
- Gymnasium, located on the ground and first floor and accessible to hotel guests and the public
- Basement parking areas.

The premises occupies nine of the building's 31 storeys, totalling around 4,500 square metres of gross floor area. As stated previously, the remainder of the building comprises residential functions, including 168 residential apartments, communal areas, and other facilities. These areas are **excluded** from the premises.

## 1.5 Operator(s)

The premises will be managed by separate entities. These are:

- The primary operator of the hotel is [ENTITY NAME].
- The operator of the hotel bar is [ENTITY NAME].
- The operator of the on-site gymnasium is [ENTITY NAME].

### 1.5.1 Leases and licences

The site and building are owned by [ENTITY NAME].

The components that constitute the premises are leased from [ENTITY NAME]. There are [NUMBER] of leases associated with the premises, as shown in Table 1.

**Table 1: Leases associated with the premises**

Venue name	Details	Leaseholder
[VENUE NAME]	[DETAILS E.G. PREMISES, LEASE TERM]	[ENTITY NAME, CONTACT DETAILS]
[VENUE NAME]	[DETAILS E.G. PREMISES, LEASE TERM]	[ENTITY NAME, CONTACT DETAILS]
[VENUE NAME]	[DETAILS E.G. PREMISES, LEASE TERM]	[ENTITY NAME, CONTACT DETAILS]

There are [NUMBER] liquor licences associated with the premises. Details are shown in Table 2.

**Table 2: Liquor licences associated with the premises**

Venue name	Licence number	Licence type	Licence holder	Authorisations	Conditions
[VENUE NAME]	[NUMBER]	[TYPE]	[HOLDER]	[AUTHORISATIONS]	[CONDITIONS]
[VENUE NAME]	[NUMBER]	[TYPE]	[HOLDER]	[AUTHORISATIONS]	[CONDITIONS]
[VENUE NAME]	[NUMBER]	[TYPE]	[HOLDER]	[AUTHORISATIONS]	[CONDITIONS]

## 2.0 PLAN OF MANAGEMENT

### 2.1 Overview

#### 2.1.1 Implementation

The operator(s) will ensure that all staff employed at the premises are familiar with this PoM. This includes both on commencement of employment (as part of staff induction) and on an ongoing basis (as a component of regular staff training protocols).

A current copy of the PoM is to be provided on the premises and made readily available on-site for inspection upon request.

#### 2.1.2 Review

To ensure that this PoM adequately addresses the management needs of the premises, it will require regular reviews and revisions.

The PoM will be carefully monitored over the initial period of operations at the premises, taking note of any reoccurring issues requiring additional consideration, or any areas of oversight that are not covered by the initial PoM. Following this, the PoM will be reviewed on an annual basis by relevant representatives of the operator(s) and revised as necessary.

Upon revisions being made to the PoM, all staff employed at the premises will be informed of the changes, and any copy(s) of the PoM held on-site must be replaced with the updated revision.

#### 2.1.3 Signed declaration

A declaration will be provided stating that the PoM has been reviewed and understood by the relevant manager(s) of the premises' operator(s).

The declaration will indicate the PoM version and the date of the declaration, and is to be kept with the on-site copy(s) of the PoM. Upon revision of the PoM, an updated declaration will be provided.

## 2.2 Hours of operation

The premises will operate 24 hours a day, 7 days per week (24/7).

24/7 operations will include:

- Cleaning and maintenance operations
- Lobby reception desk (staffed)
- Other ancillary functions.

In addition to the above, the premises' discrete components will have their own operating hours:

- **Restaurant:** 06:00-23:00 (7 days per week)
- **Bar:** 10:00-03:00 (7 days per week)
- **Gym:** 06:00-22:00 (7 days per week).

Restaurant operating hours will include closed periods (i.e. between services).

Bar opening hours will be in accordance with the relevant liquor licence(s) granted for the premises.

Both restaurant and bar opening hours will also be subject to demand and may be reduced accordingly (e.g. seasonally, or by day of the week).

## 2.3 Staffing

The premises will employ approximately [XX] staff (full-time equivalent). This will consist of:

- [approximate distribution of staffing levels across functions, e.g. hotel, bar, restaurant]

At peak levels of operation, there will be approximately [XX] staff on-site at the premises, whilst at a minimum, there will be approximately [XX] staff on-site. Additional staff may be on-site at any given time on an as-needed basis, such as for maintenance work.

All staff employed by the operator(s), as well as any other staff working at the premises, will be made aware of this PoM. The operator(s) will provide training (as required) to ensure that the PoM and any other policies are understood and implemented by staff. This will include during the onboarding process, as well as regular updates.

Additionally, any staff temporarily working at the premises will be required to participate in a brief induction outlining key aspects of the PoM and any other relevant policies.

## 2.4 Access

Access within the premises will vary by component and area, as outlined in the following sections.

### 2.4.1 Overview

Pedestrian access to the site is via the entrances fronting Macquarie Street. This includes separate entrances for the gym, for residents, and for the hotel lobby.

Vehicle access to the site is via Carey Street, which consists of separate entry and exit points. This provides access to parking for residents, guests, and patrons, as well as to the loading dock. Basement Level 1 includes a porte cochere for vehicle drop off, with access to the premises via the adjacent arrivals lobby.

### 2.4.2 Hotel

Levels 1-7 consists of hotel accommodation areas, hotel operational functions, and associated facilities. Security key cards will be required to access these areas via the lifts.



Hotel guests will be provided with a security key card that enables access only to the floor of their room (i.e. guests staying on Level 5 are unable to access Level 6), as well as to the ground floor and communal areas on Level 8.

The remainder of the hotel premises will be restricted to staff only. Staff will be provided with a security key card to enable appropriate access for their role.

#### **2.4.3 Restaurant and bar**

Restaurant and bar patrons will be able to access the publicly-accessible areas of the premises, including the lobby and ground floor restaurant. The bar and al fresco dining area on Level 8 will be accessible via the lifts.

Access to guest- or staff-only areas will be restricted via the aforementioned security key card system.

#### **2.4.4 Gym**

The gym will be accessible to both the public and hotel guests.

Public access to the gym will be via the entrance on Macquarie Street, on the ground floor.

In addition to the public entrance, hotel guests and staff will be able to access the gym from Level 1. Hotel guest and staff security key cards will also enable access to/back to the hotel via this entrance.

#### **2.4.5 Basement**

The site contains a six-level basement parking structure, accessible via Carey Street.

Basement Levels 1, 2 and 03-A is accessible to hotel guests and the public, including the loading dock on basement Level 1.

Non-resident access is restricted via key cards for basement Levels 03-B, 4, 5 and 6.

#### **2.4.6 Areas outside the premises**

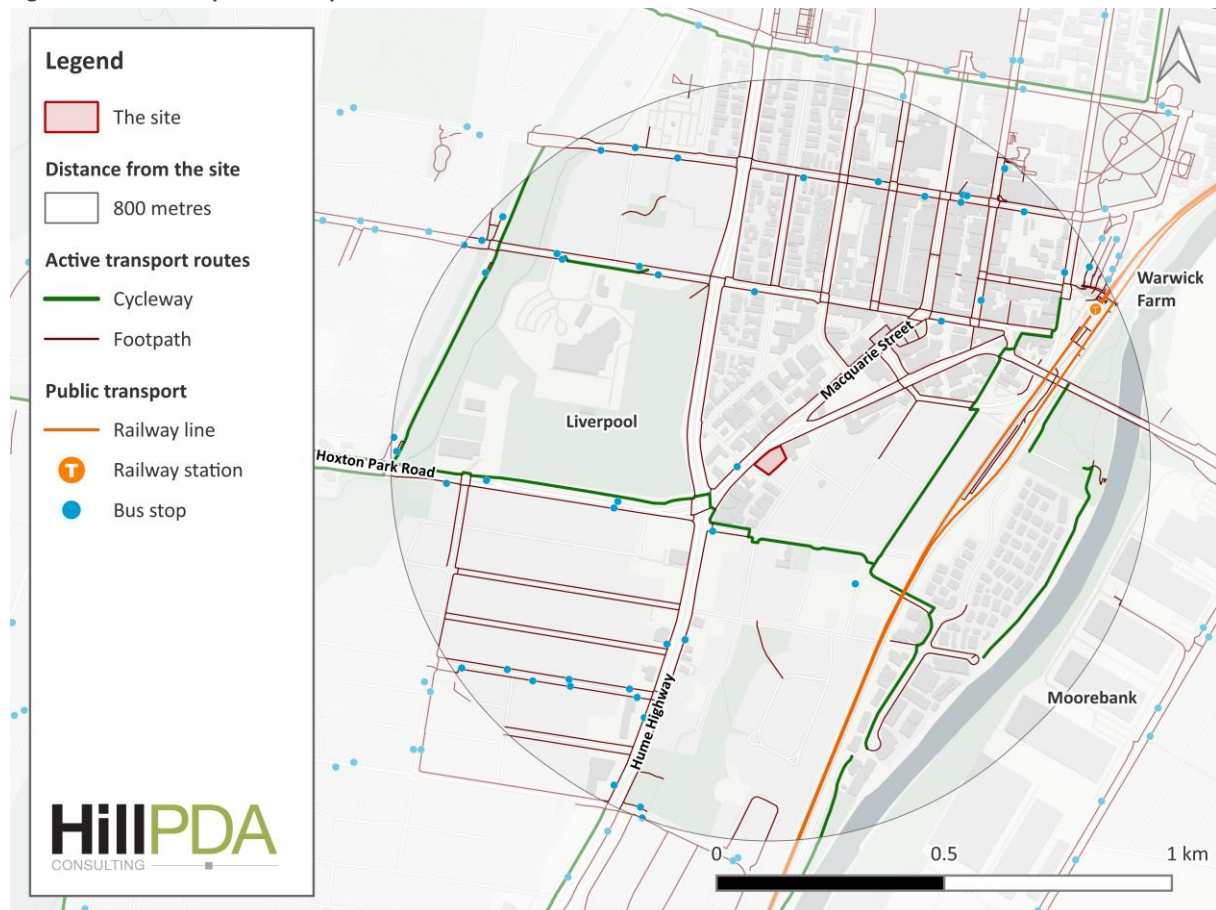
A small number of areas on site are shared between the premises and the residential component of the building (such as part of the waste disposal area). Any location on site where shared access is required will require a security key card to enter, and staff on the premises will be unable to access resident-only areas from these locations.

Part of Level 8 (not included within the premises) is a communal area for residents at the site. This area will only be accessible by residents.

## 2.5 Transport

The operator(s) will encourage all staff, patrons, and guests to utilise active and/or public transport to visit the premises. Figure 2 shows an overview of active and public transport options near the site, noting its relative proximity to Liverpool railway station (a roughly ten minute walk).

**Figure 2: Active and public transport routes near the site**



Source: HillPDA, OpenStreetMap (2024)

The premises includes bicycle racks, along with end of trip facilities. Staff and visitors to the premises will be informed of these facilities and encouraged to utilise them. The operator(s) will consider opportunities to facilitate and encourage hotel guests to utilise active and public transport, such as offering a bicycle 'rental' service for guests, or providing a secure area on the ground floor (or Basement Level 1) for storage of guests' bicycles during their stay.

Hotel rooms will include information regarding public transport routes and timetables. This information will also be available at reception or provided to patrons and guests by reception staff. Information on taxi services will also be made available.

Parking is available at the site for staff, patrons, and guests of the premises. The operator(s) will investigate opportunities to provide or host a car share vehicle (or vehicles) within the hotel's parking allocation, enabling guests to travel via car during their stay without driving their own vehicle to the site. The operator(s) will also investigate opportunities to provide a pick up / drop off service for hotel guests to key locations such as the Western Sydney Airport, or other locations determined by the operator(s).

To minimise the risk of drink-driving, bar and restaurant staff will also be made aware of public transportation and taxi service options available.

## **2.6 Security**

The publicly-accessible areas of the hotel, including its lobby, will be monitored 24/7 via CCTV. The lobby will be monitored by staff at all times.

There will be no dedicated security staff at the premises. The operator(s) will train all staff in appropriate security measures and operations. There may be occasions (such as large events) wherein the operator(s) may consider it appropriate to engage dedicated security staff to better manage venue security and patron safety.

## **2.7 Safety**

The layout of the premises is the primary tool to manage interactions between residents and hotel guests, staff, and bar and restaurant patrons, through separating entrance points and limiting access to residential areas. Staff will maintain and monitor this arrangement to reduce the potential for antisocial behaviour to impact hotel guests, patrons, or staff, as well as the residential occupants at the site.

As noted in Section 2.4, hotel guests, staff, and bar and restaurant patrons will not be able to access the residential areas of the site.

'Residents only' signage will be affixed and maintained on/near any locations connecting the premises with the residential component of the site.

All entrances to the premises will be appropriately illuminated and monitored via CCTV.

Staff working at the premises will be trained to identify and appropriately manage antisocial behaviour. Staff will ensure that any significant incidents are reported to management, and if necessary, police are contacted.

### **2.7.1 Emergency evacuation**

The operator(s) will prepare a standalone plan for to manage emergency events and to establish evacuation protocols for the premises.

All staff employed by the operator(s), as well as any other staff working at the premises, will be made aware of the emergency and evacuation protocols.

Appropriate signage regarding emergency exits and site plans will be provided and maintained in accordance with the relevant requirements.

## **2.8 Noise**

The operator(s) will ensure that the premises is managed to limit the impact of noise on residents, hotel guests, and occupants/users of neighbouring properties.

All noise-generating activities will be undertaken in compliance with the requirements of relevant local government controls and conditions, and in accordance with the Noise Management Plan prepared to accompany the proposed development. Any such activities will be limited to approved hours.

The operator(s) will ensure that management and staff are aware of the premises' requirements in terms of noise generation and the appropriate application of mitigations (as identified in the Noise Management Plan).

Staff will actively manage bar/restaurant patrons and hotel guests to maintain an appropriate noise level, particularly any noise that is antisocial in nature or that occurs unreasonably early in the morning, or late at night. Staff will be encouraged to intervene in such situations and request that the relevant individuals or group reduce their volume.

Staff will also be encouraged to limit their own noise to a reasonable level, particularly when working at the premises early in the morning or late at night. This may include opting against undertaking certain activities at these times of the day, such as the use of powered equipment or activities like disposing of glass bottles.

Noise complaints will be taken seriously and will be noted in the incident register (referred to in Section 0).

Section 2.10.2 provides further information on noise management as relevant to the operation of the bar.

## **2.9 Hotel operations**

This section of the PoM contains items specific to the operations of the hotel component of the premises.

### **2.9.1 Lobby**

The hotel lobby will be monitored by staff at all times.

The lobby and its entrance will be well-lit and clearly defined at street level to ensure guests and patrons access the premises in the appropriate location. Signage will be installed and maintained to further delineate the lobby from the residential entrance(s) to the building.

### **2.9.2 Guest movements**

All guests are to arrive and depart the premises via either:

- The ground floor lobby; or
- The arrivals lobby on Basement Level 1.

All bookings, checking in/out, and any other such services are to be undertaken in the lobby.

Guests are permitted to stay in the hotel for a maximum of 90 days.

### **2.9.3 Security**

The safety and security of staff, guests, patrons, and residents is critical to the success of the premises.

The publicly-accessible areas of the hotel, including its lobby, will be monitored 24/7 via CCTV. The lobby will also be monitored by staff at all times.

The operator(s) will train all staff in appropriate security measures and operations.

Access to the premises is controlled via secure key cards (as outlined in Section 2.4).

Hotel rooms include secure storage facilities for guests to store personal items, and reception staff will manage an additional secure storage area located within the lobby, for short-term storage of guests' items (such as luggage).

## **2.10 Bar operations**

This section of the PoM contains items specific to the operations of the bar component of the premises.

All bar operations would be limited to the approved hours of operation associated with the conditions of approval, and the liquor licence conditions.

### **2.10.1 Access**

Patrons will access the bar component of Level 8 via the lift. This will be accessible to all members of the public.

Under-18s will be permitted entrance only to specific areas of the bar (such as where food is served), in accordance with the relevant liquor licence conditions and regulations.



### **2.10.2 Noise management**

In general, noise generated through bar operations will be managed in accordance with Section 2.8 of this PoM. This section provides further detail on noise management relating to bar operations.

The bar will regularly host events and entertainment (including live music) that may result in the generation of significant amounts of noise (e.g. through quantity of patrons, amplified music).

Noise-producing activities will be managed by the operator(s) to minimise adverse impacts on residents, hotel guests, and occupants/users of neighbouring properties. Such operations will be limited to approved hours and managed in accordance with any relevant development approval conditions.

Noise emissions generated by activities in open outdoor areas can be difficult to mitigate, and more likely to affect residents, hotel guests, or occupants/users of neighbouring premises. To minimise the likelihood of adverse noise impacts arising from bar operations, the operating hours of the bar's outdoor component (i.e. the rooftop bar) will be limited to 11:00-23:00. Bar operations outside these hours will be limited to internal areas to limit noise emissions

The operator(s) will ensure that management and staff are aware of the premises' requirements in terms of noise generation and the appropriate application of mitigations (as identified in the Noise Management Plan).

Staff at the premises will be made aware of available noise mitigation measures/mechanisms, and these will be applied to noise-producing activities as appropriate. This may include:

- Use of volume or frequency limiting devices on bar sound systems
- Active management of any overly-noisy groups
- Active management of any patrons entering or leaving the premises, or accessing areas more sensitive to noise
- Use of signage requesting that noise be minimised (as appropriate/required).

### **2.10.3 Security**

In general, the bar will not utilise dedicated security staff.

In periods of high demand or when hosting large events, operator(s) will consider whether security staff are necessary. This approach will be considered alongside input from local police, as well as a rough guide of requiring one security staff per every 100 patrons.

### **2.10.4 Responsible service of alcohol**

The operator(s) of the restaurant and bar will provide and implement policy regarding the responsible service of alcohol and management of anti-social behaviour within the premises. This policy will ensure adherence to all liquor licence conditions.

The operator(s) will ensure that all relevant staff are made aware of the policy and appropriately trained to implement and manage it.

## 2.11 Facility management and maintenance

This section of the PoM contains miscellaneous items relating to functions that enable premises to operate.

### 2.11.1 Cleaning and maintenance

Cleaning of the premises will be undertaken by cleaning staff on a regular basis. Dedicated staff will be responsible for maintaining the cleanliness of all public areas and all outlets.

All staff working on the premises are expected to maintain their area in a clean and tidy condition.

### 2.11.2 Deliveries and servicing

All deliveries and services to the premises are to occur via the loading dock (accessible via Carey Street).

### 2.11.3 Waste collection

All waste disposal and collection will be undertaken in accordance with the approved waste management procedures for the site, utilising the approved facilities in the basement.

#### Complaints and incidents

All staff working at the premises will be trained in complaints/incident management. Staff will manage minor complaints/incidents independently, with more significant matters being raised to a manager.

The operator(s) will maintain a register of incidents/complaints. The register will note details of the occurrence (time and date, location etc.) and describe its nature. Any occurrences of a serious nature will be reported to the relevant authorities, and management at the premises will assist any required investigations by providing access to the register.

To ensure transparency and openness with the local community, the operator(s) will affix and maintain signage providing contact details for members of the public to submit complaints or queries about the premises. This is to be mirrored on any relevant websites.

## 2.12 Signed declaration

This PoM has been reviewed and understood by the relevant manager(s) of the premise's operator(s).

Table 3: Signed declaration

PoM version	Signature	Name	Role	Date
[VERSION]	[SIGNATURE]	[NAME]	[ROLE]	[DATE]
[VERSION]	[SIGNATURE]	[NAME]	[ROLE]	[DATE]
[VERSION]	[SIGNATURE]	[NAME]	[ROLE]	[DATE]

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