

Draft Operational Plan of Management

Seniors Housing Development by Third Age (Thirdi Group)

Serviced Self-Care Housing at Merewether Golf Club

August 2019

1. INTRODUCTION

This Operational Plan of Management has been prepared in support of a SCC (Site Compatibility Statement) submission to the Newcastle Council for a proposed development.

The proposed development comprises the construction of a new Merewether Golf Course Clubhouse with commercial kitchen, Pro-shop and Conference facilities and 148 independent living units in an over 55's Seniors Living lifestyle village and a health and fitness Wellness Centre with the inclusion of a variety of services and facilities. The provision of these would be finalised at the Development Application lodgement stage, but at this time it is proposed to provide a range of services and facilities which could include a gym, pool, and specialist service professional suites and Home Care services available to residents. Each of these facilities; the MGC clubhouse, Wellness Centre and Seniors Living Residences, have dedicated reception and arrival areas and associated Porte Cochere vehicular arrival points.

This Operational Plan of Management refers to the Seniors Living development, Wellness Centre and their interrelationship with the Merewether Golf Clubhouse facilities.

2. FACILITY DETAILS

2.1 BUSINESS NAME

The Seniors Living Precinct is to yet to be named and the branding will align with the strategic vision of the Merewether Golf Club, will establish a sense of ownership of the apartments and distinguish the lifestyle apartments from the Golf Clubhouse facilities. For the purposes of the Plan of Management, the Seniors Living development will be referred to as the Residences. Within the Residences there is a Wellness Centre which will be branded and named in accordance with the overarching strategy. The specific components of the Wellness Centre would be finalised at DA lodgement stage, but at this time it is proposed to provide a gym, 25m lap pool, rehabilitation hydro-pool and professional services suites for use by physiotherapists, podiatrists, hairdressing, beauty therapists, nutritional and holistic professionals. Home Care services would also be available for residents to access through the Wellness Centre.

The Golf Clubhouse is named the Merewether Golf Clubhouse and its associated function rooms and facilities may be named in the future in accordance with an overall branding strategy.

2.2 LOCATION

The site is located at 40 King Street, Adamstown, Newcastle.

The site is located approximately 6km to the Newcastle town centre and the nearest bus stop is in King Street which is 550m from the site. The site is surrounded by residential houses.

2.3 HOURS OF OPERATION

The Merewether Residences will operate and be staffed from 7.00am – 6pm Monday to Friday 52 weeks of the year. Out of these hours emergency response staff will be on site to provide support services in the event of residents experiencing a medical or other emergency.

The Merewether Wellness Centre services are for the exclusive use of the village residents of the Seniors Living Development and Merewether Golf Club members. The Wellness Centre will include facilities for use by the Seniors Housing residents and members of the Merewether community, such as a 25m lap pool, hydro-therapy pool and gymnasium. These facilities will be available for use via swipe access, five days a week from Monday to Friday, 6am – 10pm and on the weekend from 6am – 6pm. The facility will be operational 52 weeks of the year.

Professional suites would also be provided, allowing for services to be provided such as hairdressing/beauty therapy and allied health professionals such as physiotherapy, podiatry, general medical services and holistic professionals. These professional suite services would be provided as ancillary uses to the overall Wellness Centre, with access restricted to members and seniors residents only.

Other home care services and facilities would also be provided within the Wellness Centre as ancillary supporting land uses to the seniors development, for use by seniors residents only. These may include linen; cleaning and household tasks, meal preparation, nursing and medication management, personal care, online grocery shopping and delivery management, including cold storage and distribution of online grocery purchases, household tasks, administration, assistance with self-care activities, pet care, as well as short-term and crisis care. The exact nature of these services will be agreed with the Village Resident's Association in accordance with their needs. It is noted that the pool/gymnasium facilities along with the services offered within the proposed professional suites would also be used to offer residents the opportunity to stay active and participate in rehabilitation, recovery and respite programs where required, as well as allowing them to access selected specialist services

The Merewether Golf Clubhouse will continue to operate in accordance with the hours of their licence which are as follows:

- Office Hours are Monday to Friday 8am – 4.30pm
- Green Keepers Monday – Friday 4.30am – 1.30pm and Saturday & Sunday 4.30am – 8am

Conditions specific the operations of the Merewether Golf Club include:

Consumption on premises (take away sales):

Monday to Saturday	5am – 11pm
Sunday	10am – 10pm
Good Friday	not permitted
Christmas Day	not permitted
December 31 st	normal trading

Condition 91:

Liquor must not be sold or supplied between 1.30am and 5am on more than twelve occasions within any 12 month period. At least 14 days before each occasion the following persons or bodies must be notified:

- (a) Local Police
- (b) Local Consent Authority
- (c) Secretary

This condition does not limit or prevent extended trading during the following periods:

1. Between midnight and 2am on 1st January each year; and
2. During any period when the club would otherwise be authorised to sell and supply liquor in accordance with Section 13 of the Liquor Act 2007

Condition 210:

- Members must produce their members' card / slip on their own behalf or on behalf of their guest(s) before either party may purchase or be supplied their drinks at the 'Half-way House'. All liquor sold or supplied at the 'Half-way House' must be sold or supplied in open vessels

- All liquor sold or supplied at the 'Half-way House' must be consumed in the 'Half-way House' which is part of the defined premises
- Low alcohol beer and non-alcoholic beverages must be available at the 'Half-way House' at all times when full strength liquor is available

Gaming machine details

The registered club is within the LGA Classification Metropolitan 3 and has a gaming machine threshold and entitlements of 12 machines. There are no current quotas for this licence.

The Gaming Machine Shutdown hours are:

Monday – Sunday (inclusive)	Start time: 4am	End time: 10am
Public Holidays	Start time: 4am	End time: 10am

2.4 FACILITY

The development will include the following facilities and functions across the Merewether Golf Clubhouse and Merewether Seniors Living apartment buildings and Wellness Centre:

Merewether Golf Clubhouse

- 219m² Proshop and office
- 79m² Changerooms
- 118m² Maintenance workshop
- 60m² Golf cart / buggy storage
- 138m² Admin and reception
- 655m² Restaurant and bar
- 967m² Outdoor / deck dining area
- 96m² Outdoor Gaming rooms and smoking area
- 516m² Conference facilities
- 53m² Boardroom / meeting room
- 127m² B.O.H including loading dock
- 26m² Bakery
- 25m² Admin
- 101m² Reception

The Merewether Residences Seniors Living development and Wellness Centre:

- 148 Independent Living Units
- 176m² Resident lounge / café and reception
- 74m² Cellar
- 43m² Library
- 56m² Cinema
- 41m² Arts and Craft / multipurpose room
- 43m² Men's shed
- 53m² Admin

Wellness Centre

- 6.4m x 5m Hydro pool
- 25m Lap pool
- 169m² Deck area
- 299m² Gymnasium
- Three - four Allied professional suites approximately 10m² in size
- 74m² Lounge area

2.5 SITE CHARACTERISTICS

The Seniors Living site is owned by the Merewether Golf Club and is currently land being used for golf-course related activities including a maintenance shed and at-grade buggy parking. It is proposed the Seniors Living Residences and Wellness Centre with basement carparking, be constructed on this land.

The existing Clubhouse is owned by the Merewether Golf Club and currently has facilities including a Proshop, changes rooms, a commercial kitchen, restaurant and bar, conference room / small hall, admin offices, boardroom and gaming area with a licence for 20 machines but with the capacity to expand to accommodate 50 machines. Additional facilities include a loading dock and waste collection area.

It is proposed the Clubhouse building be demolished and a new building with the same services but with more capacity be constructed. Additionally, there would be both basement carparking and expansion of the existing at-grade carparking.

3. OPERATIONS AND MANAGEMENT

3.1 STAFF STRUCTURE

The Seniors Living residences will be permanently managed by an on-site Village Manager and an Assistant Village Manager. The Wellness Centre will be permanently staffed by a receptionist and overseen by the Residences' Village Manager. Staff resourcing of allied professionals and fitness instructors will be appointed in accordance with the programme of activities and services required by the Village Resident's Committee (VRC).

The Merewether Golf Clubhouse will be permanently staffed by a Manager, receptionist and golf professional in the Proshop. Kitchen, bar, restaurant and conference venue staff resourcing will be appointed by an approved operator will manage the facility.

3.2 WELLNESS CENTRE AND HOME CARE SERVICES PROVISION

The overall Wellness Centre is focused on enabling and supporting residents to choose the services they may require to maintain healthy, active, emotionally connected and independent lifestyles and the MGC club members to use the fitness facilities. While the Seniors Living residents are encouraged to remain active in their community, we recognise that some residents will have a preference for in-house and on-site services. The Home Care component of the Wellness Centre provides the physical infrastructure for a strategic wellness services partner, managed by our Village manager, which will enable residents to access the following services:

- Domestic support including linen, meals, cleaning and household tasks
- Personal care
- Administration
- Assistance with self-care activities
- Pet care
- Nursing and medication management
- Meal preparation, nutrition plans, on-line grocery shopping and delivery management
- Short-term and crisis care

The exact nature of these services will be agreed with the Village Resident's Association in accordance with their needs. It is noted that the pool/gymnasium facilities along with the services offered within the proposed professional suites would also be used to offer residents the opportunity to stay active and participate in rehabilitation, recovery and respite programs where required, as well as allowing them to access selected specialist services.

Third Age are currently exploring a range of strategic partnerships and technology platforms with providers such as Five Good Friends for the provision of the above-mentioned services. The Wellness Centre is the physical commitment to the provision of these services however the range of services and assistive technology platforms will be confirmed in conjunction with the appointment of a local Village Manager and local market research.

3.3 FIRE SAFETY

All staff in both the Seniors Living development and Wellness Centre will be instructed on the safety measures and procedures in the event of a fire or other emergency on the site.

The Merewether Golf Club currently has a fire/emergency management operation plan which will be updated at project completion to incorporate the new facilities.

3.4 PEDESTRIAN AND VEHICULAR ACCESS

The main pedestrian access to the Seniors Living Residences and Wellness Centre will be via a footpath from the main entry, located on the eastern side of the carpark crossing over to the Wellness Centre porte cochere.

A separate pedestrian access is provided along the western side of the carpark to the Merewether Golf Clubhouse. There is also opportunity for Residents to use this pathway; continuing along the footpath on the western side of the Clubhouse .

3.5 DELIVERIES

Deliveries to the Seniors Living development, Clubhouse and Wellness Centre from different suppliers (such as linen, equipment and cleaning products) will be provided via the existing vehicular access from Adam Street and be supplied directly to the respective facility loading dock areas.

A delivery timetable will be developed to keep major deliveries to hours that will not compromise the residential quality of life. All deliveries will be managed by the reception areas and personnel in the MGC Clubhouse, Wellness Centre and Seniors Living residences'.

3.6 SECURITY

All staff and residents will be issued with electronic identification cards with designated and specific access to one of the following (1) the Seniors Living Residences' (2) the Merewether Wellness Centre and (3) Merewether Golf Club facilities. Village Residents will have access to the Wellness Centre as part of their club lifestyle offering however hours will be restricted to align with staffing of the Centre.

Resident access to the Merewether Golf Club and therefore restaurant, bar and gaming area, can only be via reception sign-in or Club membership swipe access and is closely monitored. An integrated camera security system will be operate in both the MGC and the Residences which will be monitored by the Village and Club Management respectively.

There are emergency and security protocols in place at the Merewether Golf club which will be updated to include the new development upon project completion.

3.7 WASTE MANAGEMENT

Internal rubbish bin chutes including recycling bins will be located on each floor of the Seniors Living buildings. The chutes direct the rubbish to a basement level of parking where they will be collected by maintenance staff and transported to a centrally located compactus for collection. Waste collection from the Wellness Centre will be managed by the Residences' Village Management team and collection will occur in the basement.

Rubbish for the Merewether Golf Club house will be collected and managed via the on-grade waste management area immediately adjacent the carpark with direct articulated vehicle and loading dock access.

3.8 SHUTTLE BUS SERVICE

As the proposed site of the Seniors Living is not within 400m of public transport, a Shuttle Bus service will provide a daily transport service to the occupants residing into the development. Details of the Shuttle Bus service can be provided in the Shuttle Bus Service Plan of Management.

3.9 COMPLAINT MANAGEMENT

A formal complaints system will be implemented within the Seniors Living development which will involve reporting to the complainant and staff. All complaints will be resolved in a timely and effective manner.

4 VILLAGE RULES – SENIORS LIVING DEVELOPMENT

These rules have been made to maintain a peaceful, comfortable, safe and enjoyable village environment for residents, staff, visitors and guests.

4.1 Definition in the following rules:

- (a) “Common Areas” means any part of the village other than residential premises
- (b) “We”, “our” and “us” mean the operator of the village and includes employees, agents or representatives of the operator; and
- (c) “You” and “your” apply to any resident of the village.

4.2 Resident Committee

- (1) A Village Residents Committee will be established upon commencement of the village operations. The Village Residents Committee will be comprised of residents elected to the positions by the retirement community and a management representative from the operator.
- (2) The Village Resident Committee is responsible for contributing to the operating policies for the village, dealing with policy breaches and reviewing the annual operating budgets on behalf the broader community.

4.3 Visitors and guests

- (1) You must ask us beforehand and get our consent if you want to have a guest live with you on a temporary basis. A guest is someone who intends to stay for more than 2 weeks. We will not unreasonably refuse such a request.
- (2) You must accompany all your visitors and guests (including tradespeople) when using the village facilities, ensuring compliance with the village rules. Any visitor or guest who seriously or repeatedly breaks the rules may be asked to leave the village immediately.

4.4 Noise

- (1) As with any other residential complex, a level of noise within the village is to be expected. However, you must not make any noise likely to reasonably interfere with the quiet enjoyment of others in the village. This rule applies whether you are inside your premises or on common areas.
- (2) When listening to music or a radio or playing computer games or watching television, you should not have the volume turned high enough to be heard from outside your premises.
- (3) Please be considerate when using air conditioners, washing machines and dryers or any high noise appliance. Please restrict their use to the hours between 8am and 10pm.

4.5 Parking

- (1) Parking spaces are clearly designated for each apartment and you may only park a vehicle in the carspace allocated specifically to you. You must not park or stand a vehicle on any other part of the village such as the entrance, loading docks, car wash bay, visitor or disabled carparking.
- (2) This rule does not prevent you from stopping in restricted areas to enable passengers to get out of or enter your vehicle.
- (3) "Visitor parking" spots are available for use only by visitors, tradespeople, visiting doctors, emergency vehicles or other people just visiting the village. They are not to be used by residents, guests staying overnight or longer; or staff.
- (4) In this rule, "vehicle" means a car, caravan, trailer, boat or other motor vehicle.
- (5) Please keep car washing bay(s) clear at all times for the convenience of residents.
- (6) Resident vehicle access into the basement will be via remote control device.

4.6 Pets

- (1) We recognised the important role pets play in the lives of many people. You may keep fish in your premises at any time without the need to let us know or to get our consent.
- (2) If you want to keep a bird, cat or a dog as a pet, you must obtain our prior consent. We will consider each case on its merits and we will not unreasonably refuse such a request. Unsuitable or very large dogs for our environment or known dangerous breeds of dogs, will not be allowed.
- (3) If we permit you to keep a cat it must be kept inside your premises after dark and wear a bell on a collar at all times. If we permit you to keep a dog it must be on a leash at all times when on common areas.
- (4) Pets are not allowed in any building (other than their owner's premises) or any enclosed common area in the village.
- (5) Cats and dogs kept as pets within the village must be de-sexed.
- (6) If we permit you to keep a cat or a dog we may withdraw our permission if your pet creates unreasonable noise or nuisance, attacks or threatens people or other animals within the village, causes damage to village property or if the rules set out above are broken. Replacement of pets is at the discretion of management.
- (7) For the safety of other residents, no other animals are to be kept as pets or brought onto common areas at any time.
- (8) Our Pet Policy must be signed and adhered to at all time.

4.7 Garden and Landscaping

- (1) The state of the grounds is important to the overall appearance of the villages for residents and visitors. It is our responsibility to maintain all the lawns and gardens on common areas in a presentable condition.
- (2) However, if you wish to assist, such as by watering or weeding the common area near your premises, you are welcome to do so. You must not prune or remove plants, take cuttings or pick flowers from the common area gardens without our consent.
- (3) You must not use any part of the common areas as your own garden with the exception of any vegetable or herb gardens allocated for resident use. Any resident

wanting to participate in the vegetable gardens, must first request permission from the Village Manager; an area will be allocated and gardening in this area must be in consultation with the Village Manager. The Village Manager has total authority for the management of these areas.

- (4) Planter boxes on ground floor apartments will be maintained by the garden staff including watering. Pots on your balconies are the resident's responsibility and must be maintained in an acceptable condition. Care should be taken when buying new plants for your balconies and you must not knowingly plant any trees, flowers, shrubs or vines that grow rapidly or commonly cause allergic reactions. Trees, shrubs or vines with the potential to grow in excess of 1 metre (approximately 3ft 3in) in height must not be planted without our consent.

4.8 Garbage Disposal

- (1) For health and safety reasons you must ensure your garbage is securely wrapped before placing it in a bin or rubbish chute. Recyclable materials shall be disposed of separately from the general rubbish and placed in bins or areas provided.
- (2) You must not litter or leave rubbish on village property, other than in the bins provided.
- (3) The burning of garden waste is not permitted within the village.

4.9 Common Area Restrictions

- (1) The Common Areas are provided for the use and enjoyment of all residents. Signs posted on Common Areas about such matters as hours of use, form part of these rules and must be obeyed.
- (2) You must not obstruct or permit the obstruction of walkways, entrances, stairways, corridors, fire escapes, lights, windows or other parts of the common areas. (For example, pot plants, hoses, brooms, rakes and other items which may present a hazard if left on common areas.)
- (3) When on common areas, you and your visitors and guests must be adequately clothed and must not use language or behave in a manner likely to cause offence or embarrassment to another person.
- (4) Smoking is not permitted in any building (other than your premises) or other enclosed parts of common areas.
- (5) It is our job to maintain and clean the common areas. However this does not prevent you from sweeping or vacuuming the pathway or corridor immediately outside your premises.

4.10 External appearance of residential premises

We respect your right to privacy and autonomy over your possessions and domestic affairs however please comply with the following:

- (1) You must not hang any washing, towels, bedding, clothing or other article on any balcony or other part of your premises in such a way as to be visible from the outside.

Such items may be hung on any lines provided in the common areas but only for a reasonable period.

- (2) You must not place any object such as a pot plant on any ledge, sill or elevated surface on the exterior of your residential premises in a position from which it may fall.
- (3) Only suitable outdoor furniture is to be placed on the balconies. Balconies are to be kept uncluttered and aesthetically pleasing to maintain the ambience of our complex.
- (4) Internal window furnishings which may include blinds, shutters and curtains are to be white or have a white backing to ensure a consistent presentation when viewed from outside.
- (5) External window furnishings such as louvres are to be agreed with the Village Manager, selected from a pre-approved range and installed at the cost of the resident.

4.11 Village Security

- (1) It is our job to ensure the village is generally reasonably secure.
- (2) In particular, we are required to provide and maintain locks or other security devices to ensure your premises are reasonably secure.
- (3) Chains and bolts must not be fitted to external doors of your premises because they could prevent emergency help and be in breach of fire safety requirements.
- (4) Locks shall not be changed without prior approval of the Village Manager and will need to be done in accordance with the Master Key schedule.
- (5) You must not interfere with the self-closing mechanisms of exterior doors which are designed to maintain security and / or fire protection.
- (6) To help prevent theft you must ensure all windows, doors and other openings to your premises are closed and securely fastened when your premises are not occupied.
- (7) Access to the MGC club is strictly controlled by two points of entry; a reception area adjacent the Proshop and an electronic swipe access adjacent the Wellness Centre. At both these points you and your guests will be required to swipe or sign-in and show identification.

4.12 Use of Seniors Living Services and Seniors Living Community Facilities

- (1) The Village Manager will have total authority in respect to the direction of use and bookings of all Seniors Living Community Facilities. Consent will not be unreasonably withheld.
- (2) Private Functions must be booked in advance and approved by the Village Manager. Cost of use of the required facility and associated cleaning will apply; charges will be updated and distributed annually.
- (3) All internal and external Seniors Living Community Facilities must be used by residents in accordance with the prescribed rules of booking and use, as stated by the Village Manager.

4.13 Use of the Merewether Clubhouse facilities and the Merewether Wellness Centre

- (1) The Merewether Golf Club (MGC) owned and operated clubhouse is located in walking distance to the Merewether Residences. Entry to the MGC is via a visitor sign-in

reception area in which you must either be a fully paid up Club member or be accompanied by a Club member. There are two secure entry points into the MGC facility and both require either a signature or authorise electronic pass to gain access.

- (2) The Merewether Wellness Centre is owned and operated by the Merewether Residences owner and operator (Third Age). These facilities are for use by the residents, MGC club members, guests and visitors.
- (3) Access to the lap pool, hydro-therapy pool and gymnasium components of the Wellness Centre will be available via swipe access, five days a week from Monday to Friday, 6am – 10pm and on the weekend from 6am – 6pm. This facility will be operational 52 weeks of the year. All Merewether village residents are offered membership to the gym and pool facilities as part of their lifestyle choice to live in the village however residents will still require electronic passes to gain access.
- (4) Access to the Wellness Centre services provided in the proposed professional suites would be by appointment only which can be arranged through the reception desk at the Wellness Centre. To access these facilities, all visitors, guests, residents and club members will need to sign-in and show their identification at the reception desk on the ground floor of these facilities.
- (5) Those Wellness Centre services provided to residents as part of Home Care packages would be available on-demand.
- (6) The MGC restaurant, bar and gaming machines can only be accessed via the MGC reception desk on the ground floor where all visitors, guests, residents and club members will need to sign-in and show their identification. Electronic swipe access is also available however this requires the user to be an MGC social or club member.

4.14 Notes:

- (1) Any of these rules may be changed or deleted or a new rule added if at least 70% of voting residents vote in favour of the proposal.
- (2) These rules, as amended, prevail over any inconsistent term of a village contract.
- (3) It is our job to enforce the village rules fairly and equitably.
- (4) You can apply to the Residential Tribunal to make us enforce the rules if you think a rule is unjust, unconscionable, harsh or oppressive.
- (5) If you do not comply with these rules we may apply to the Residential Tribunal for an order that you comply or, in serious persistent cases, an order to terminate your residence contract.