



**MINETT**

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**Operational Management Plan for an Upscale Hotel located at 128 Wellington Street  
Collingwood of 198 rooms.**

Prepared by Minett Consulting Pty Ltd

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## 1. Introduction

This Operational Management Plan has been prepared by Minett Consulting Pty Ltd in response to Council's queries on how the proposed hotel at 128 Wellington Street Collingwood will be managed, especially with regard to staff numbers, contractors and operating hours.

Minett Consulting Pty Ltd is a specialist hotel advisory service, which works with developers, owners and operators in the development and operation of hotels, serviced apartments and resorts. The principal, Dean Minett, has worked in the hotel industry since 1978 and since 1983, Dean has either managed or consulted to, hotels, resorts, casinos or serviced apartments in all states of Australia and has held liquor licenses in Victoria, New South Wales, Western Australia and Queensland.

More recently, between the years of 2003 and 2012 Dean worked for The Ascott Limited, the world's largest owner/operator of serviced apartments, and held the role of Country General Manager, Australia, between 2007 and 2012.

In 2012 Dean established Minett Consulting and since then he has worked with the developers and owners of numerous hotels and serviced apartments as well as advising the Responsible Entities for several Managed Investment Schemes operating in Victoria, New South Wales and South Australia.

Dean holds a Certificate of Catering from William Angliss Institute, a Real Estate Sub-Agent's Licence from RMIT and a Master of Business by Research from Victoria University. He has sat on the boards of numerous industry bodies including most recently William Angliss Institute between 2012 and 2018. He currently sits on the Commercial Business Committee for Parks Victoria.

## 2. Objective

This Plan contains details of the means by which Owners and their appointed hotel operator will put and keep in place at the Premises to ensure all matters raised by council are addressed.

The Owners accept that the minimising of impact not only applies to patrons but also to neighbouring residential properties and other members of the local community. As such, it is in the interests of all parties to ensure that the Premises are operated in a professional and safe manner to protect its brand reputation and that guest/patron feedback is dealt with in a professional and prompt manner.

In this report, unless the context demands otherwise, the following words and phrases shall have the following meanings:

- |                     |  |
|---------------------|--|
| <b>"Premises"</b>   | shall mean the licensed premises to which this Management Plan relates and is in force.  |
| <b>"Management"</b> | shall mean and include the Owners, their appointed Management Company and other person or persons directly involved in the practical management of the Premises. |

**“Owners”** shall mean the person or entity legally entitled to hold and operate the licence relating to the Premises, and by whom this Management Plan is adopted.

### 3. Action

In order to meet the obligations outlined above, the Owners note the following details in relation to the tourist hotel operations and undertake to implement the following procedures and policies:

#### A. Accommodation Operations

##### i. Hotel style

- 1) The Premises will provide upscale hotel rooms built to attract a more upwardly-mobile, tech-savvy traveler, less reliant on vehicles.
- 2) It is expected that most guests will be Millennials, or younger professionals seeking an experiential holiday with a low carbon footprint and local experiences.
- 3) Based on the location and type of traveler, it is expected that the average length of stay will be around two to three days, with guests travelling to Melbourne via bus or plane and then using local transport options and use of hotel bicycle and/or share car facilities whilst there.

#### B. Food and beverage operations

##### i. Style of Operation

- 1) **Restaurant/Bar** – the area will offer meals to hotel guests in a relaxed environment throughout the day; including breakfast, lunch, morning and afternoon teas, and dinner. Liquor will be served in accordance with the appropriate liquor licence.

It is not expected to generate significant patron noise but rather operate as an intimate venue for hotel guests.

Due to the guest-oriented nature of the venue, it is not expected that there will be any large crowds congregating outside the Premises.

- 2) **Conferencing** - it is expected there will be conference facilities for up to 150 people in one room, or less people spread across several function rooms at the same time.

Liquor will be served in accordance with the appropriate liquor licence.

It is not expected to generate significant patron noise but rather operate as a specific venue for unique events.

##### ii. Hours of Operation

- 1) **Restaurant and Bar** It is expected that this will open from 06:30 to 22:00, Monday to Sunday with operational hours to be monitored and adjusted according to demand.
- 2) **Conferencing** - as for Restaurant and Bar, albeit with potential for some functions to end at midnight.

### C. Management Plan

In order to meet the various obligations under both the Liquor Act and any development approvals, the Owners will ensure the following processes and procedures are implemented:

#### i. People management

- A hotel General Manager will be onsite for most business hours with an onsite Duty Manager/Assistant Manager available at all times (24 hours) who will provide immediate oversight of security, noise issues and maintenance and actioning of any complaints
- CCTV and audio communication will be installed throughout the building, including entries, corridors, lifts and public areas, with Management able to review all areas at all times.
- An electronic key pass or fob will be required to access all guest areas to ensure that only registered guests access the accommodation areas.
- Managing Unruly Customers
  - The refusal of service in circumstances where the law requires refusal can be difficult, however to minimise any potential hostility or anti-social behaviour on the part of a patron who has been refused service, such refusals will always be done in a professional, polite, discreet but firm manner and where appropriate the reasons for refusal of service will be explained to the patron.
  - Patrons who are being refused service or who are asked to leave will be dealt with in a professional but firm manner, in addition to which, refreshment alternatives such as non-alcoholic drinks, coffee, food and assistance to obtain taxis and provide directions will be offered.
  - Where the refusal of service takes place, the person or persons affected will be requested to leave the licensed area (restaurant or rooftop) and either exit the property altogether or retire to their hotel room. If the person/s refuse to leave or the unruly behaviour continues following warnings from the staff/management, Management will support staff in the refusal of service by providing:
    1. Senior/supervisory staff to assist
    2. Adequate and qualified security staff on immediate call
    3. Training in diversionary and alternative strategies to minimise conflict when service is refused
    4. Appropriate signage prominently displayed within the Premises emphasising the Owners' duties under the law to refuse service

#### ii. Check in time

- In line with other international hotels, check-in will be after 12noon.
- Checkout time will be 11 am.

#### iii. Guest drop off/pickup

- Staff will be available 24 hours to assist guests with baggage to/from their vehicle hence we do not expect there to be any issue with congestion.

- iv. Laundry
  - Room linen will be outsourced to an outside linen company with delivery times scheduled to minimise disruption to guests and local residents in line with Section C vi.
- v. Waste Management/Cleaning and Deliveries
  - The General Manager/Duty Manager will be responsible for all operations on the Premises and as such will have control of all waste management procedures. This will include:
    - Facilitating private waste collection in accordance with any approved Waste Management Plan.
    - Ensuring that the premises are inspected on a daily basis, both internally and externally to ensure a professional presentation.
- vi. Delivery times
  - In accordance with general operations of accommodation hotels, deliveries of stock, equipment, linen or other resources will be scheduled to ensure a minimum of disturbance to both neighbours and in-house guests.
  - No deliveries will be permitted between 6pm and 7am where vehicles use reverse alarms.
  - Deliveries that do require reverse alarms will occur during hours of 7am-6pm Mon to Sat; and 8am-6pm Sundays and Public Holidays.

#### D. Staff Numbers

- For a hotel of around 198 rooms, it is expected that there will be approximately 48 full time equivalent staff for general hotel operations, allowing the hotel to be staffed 24 hours per day, 7 days per week. Naturally not all of these will be working at one time, but spread across three shifts.
- In addition to these full time staff, there will be outsourced housekeeping staff, working around five hours per days.
- For the Food & Beverage areas (including functions), we would expect a further 20 full time staff to be employed across the restaurant hours with additional staff as needed for functions.