

Attachment F

Supermarket Plan of Management

PLAN OF MANAGEMENT

New Woolworths Waterloo

923-935 Bourke Street, Waterloo



May 2025

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1. INTRODUCTION

This Plan of Management (**POM**) has been prepared on behalf of the Fabcot Pty Ltd (the Proponent) to be submitted to the City of Sydney Council (Council) and supports an Integrated Development Application (DA) for the construction of a mixed-use development at 923 – 935 Bourke Street, Waterloo (the site). This DA is submitted to the City of Sydney (Council) and seeks approval for the demolition of all existing on-site structures, site remediation and the construction of a mixed-use development accommodating a subterranean supermarket with retail, commercial and residential land uses above ground. The proponent for the DA is Woolworths Group (Fabcot Pty Ltd).

The proposal aims to:

- Deliver a diverse housing supply including affordable housing and mix of non-residential uses within a desirable location, close to existing transport options, employment centres and amenities.
- Make a substantial contribution to achieving the recent National Housing Accord targets of 18,900 for City of Sydney by 2029.
- Increase convenience and amenity for the local Waterloo community, through the provision of a full-line supermarket and additional retail tenancies for shopping and dining.
- Provide additional commercial office space in Waterloo to facilitate increased economic growth and employment opportunities
- Provide a high-quality built form outcome accompanied by significant public benefits including a new public plaza, public domain upgrades to Bourke, Young and McEvoy Streets and through-site pedestrian links and active frontages.
- Incorporate substantial environmental measures and initiatives as agreed in the Voluntary Planning Agreement.

This POM demonstrates how the proposed Supermarket will be managed to minimise potential environmental and amenity impacts upon nearby residents, manage anti-social behavior, ensure any adverse impacts are appropriately managed and ensure the day to day operation of the store runs efficiently. The Supermarket will be managed by a Woolworths dedicated Operations Team and Store Manager directly.

This POM will be an operational guide for the store (including relevant employees, contractors etc.) and will be updated over time and reviewed periodically and / or as circumstances change. It will be subject to review and further refinements following determination of the DA and prior to the store becoming operational.

2. PROPOSED DEVELOPMENT

2.1. DESCRIPTION OF DEVELOPMENT

This DA seeks approval for the demolition of all existing on-site structures and the construction of a mixed-use development accommodating a subterranean Woolworths supermarket with retail, commercial and residential land uses above ground. The ground plane is to provide through site links, footpath widening and public domain upgrades, and retail offerings with active street frontages to McEvoy Street and Bourke Street. Specifically, the development will comprise:

- Site preparation works including demolition of the existing structures, handstand and earthworks.
- Construction of a mixed use multi-storey building comprising:
 - 110 residential apartments, with a mix of dwelling types including affordable housing apartments
 - Commercial office and retail floor area
 - Direct-to-boot facilities, loading dock, ancillary storage, mezzanine and building plant.
- Construction of a 2-level basement for resident, staff and visitor use, incorporating car spaces, EV charging facilities, motorbike parking, bicycle parking, building services and storage.
- Publicly accessible areas and landscaping works, including:
 - A new public plaza and through site pedestrian links connecting Bourke Street to Young Street and McEvoy Street (at northern end of site);
 - A new through site pedestrian link connecting Bourke Street to Young Street (at southern end of the site);
 - Upgrades to footpaths along the street frontages to the site; and
 - Plantings and landscaping works.
- Substantial environmental measures and initiatives as agreed in the Voluntary Planning Agreement.

Refer to the Statement of Environmental Effects for a detailed description of the proposed development.

The subterranean Supermarket (on Lower Ground) is publicly accessed from the corner of McEvoy and Bourke street via an escalator down from Ground level, with highly active frontages.

The loading dock entry is located off Bourke Street and on ground level, with the basement carpark and direct to boot service accessed off Young Street with, direct to boot on ground level within the site and one storeys of retail carparking for 96 cars located on Basement level 1 below the Supermarket. Vertical transportation is facilitated via customer lifts and travellators accessing the Supermarket floor and basement car parking, with escalators providing access between Ground and the Supermarket level.

The back of house and service areas are predominantly congregated in the loading dock and southern end of the Supermarket to allow for the greatest activation to the road frontages and northern supermarket entry.

See Bates Smart Architectural documentation for further information.

2.2. STORE OPERATIONS

In addition to any controls outlined in this Plan of Management, the Supermarket will operate in accordance with the applicable development consent conditions, any relevant Australian Standards and any applicable food regulations and standards, where applicable.

The internal store/premises area shall comprise:

- retail areas accessible by customers where goods are displayed and to be sold
- behind counter/server areas within the selling floor area; and
- back of house staff areas including amenities and storage rooms (ambient, chilled and frozen) accessible only by staff

The store shall provide trolleys and carry baskets for use by customers within the property only.

Staff will be encouraged to use public transport to access work. Where private vehicles are proposed for use, parking locations will be advised to minimise impact on the local community.

2.3. HOURS OF OPERATION

The proposed trading hours of the Supermarket are:

- Monday to Sunday – 6am to 12am 7 days a week

This is similar to other Supermarkets in the vicinity.

2.4. DELIVERIES

- Deliveries will occur within agreed Delivery Hours.
- Loading dock management is addressed in Section 3.4 of this PoM.
- Larger deliveries arrive from a Woolworths Distribution Centre.
- Additional deliveries may be required to fulfil the 'Pick Up' orders which arrive from a nearby Woolworths Supermarket or a Woolworths Distribution Centre
- In addition to the truck deliveries above, a small amount of suppliers will also be undertaking deliveries (**Direct Deliveries**) in vans and will also be contained within the dedicated dock. The truck delivery path proposes that deliveries travel from Bourke Street.

- A loading dock management system will be in place to schedule use of the loading dock amongst the various uses. Any delivery will be scheduled via this system
- When a delivery vehicle arrives to site and needs to access the dock, the following management process will take place:
 1. Prior to the delivery the delivery would have been scheduled
 2. On approach to the site the truck driver contacts the store and advises that arrival is expected within 10 minutes.
 3. A team member (in a high vis jacket) goes to the loading dock and waits for the truck to arrive and allows for entry into the loading dock that will be enclosed.
 4. Once the truck enters the loading dock, the team member isolates the loading dock vehicular area impacted by the delivery vehicle. This should take less than a minute.
 5. Once appropriate the turntable will then be safely activated to turn the delivery vehicle into the correct position for unloading;
 6. The vehicle will then be recommended to switch off, goods will then be unloaded into the loading dock / Supermarket Back of house;
- As the truck exits the dock in a forward direction, the truck operator will be able to monitor the pedestrian and other vehicular movements on Bourke Street. Additionally further measures will be implemented subject to Authority approval includes lights, signage and material usage to optimize safety.

3. PROPOSED MANAGEMENT

3.1. ACCESS AND SECURITY

The following security measures are proposed to improve the safety of pedestrians, motorists, shoppers, store employees, management staff and physical assets within the premises:

- Parking will be monitored as a means of preventing vehicles from staying in the car park for long durations (proposed through use of gates and license plate recognition) with additional safety measures implemented for out of hours times.
- The loading dock will be closed and secured outside of the delivery hours.
- The store has a number of entry and exit points which will be closely and continuously monitored by CCTV. These cameras will be installed in public areas to reinforce natural surveillance.
- All areas of the car park and building entrances will be well lit, providing a clear line of sight for shoppers, directing patrons to the entry / exit. Pedestrian access to the building will have a clearly defined direct pathway.
- License plate recognition is proposed for the retail carpark with access control to the various retail, commercial, residential and Direct to Boot areas reflecting operational requirements
- The buildings will be well maintained as a means of discouraging vandalism and crime.
- Internally, all signage, equipment and fixtures will create a clear sense of ownership and territorial reinforcement, delineating customer versus staff areas.
- Pedestrian safety from the public domain and internal carpark will achieve legislative access requirements and ensure safety for all users, refer to DA access report for further information.
- Way finding signage, road marking, clear sightlines, traffic calming and other safety measures will be utilized to ensure safe and efficient access and ensure a safe pedestrian and vehicle interface

3.2. NOISE COMPLAINT MANAGEMENT

3.2.1. General

Operational noise complaint management systems will be implemented to manage impacts to adjoining residents. The Woolworths Operations team will have key performance measures in place and general complaint protocols such as:

- Once a complaint has been notified to the Woolworths Operations team either directly or via Council, it is registered.
- The complaint is then investigated.
- Appropriate steps are to be taken in a timely manner.
- The outcome is to be reported back to the owner and/or council where applicable.

To ensure the operation of the premises does not adversely impact any surrounding sensitive land uses, the following measures will be taken to minimise noise disturbances:

- The housing and operation of plant servicing the building including this tenancy has been designed to minimize impact and acoustic modelling has been undertaken to ensure it meets the Authority requirements.
- Soft nondescript background music will be played within internal areas of the store only, typical of other retail outlets. Such background music will not be audible from outside the premises.
- Any customers exiting the supermarket at night time and early morning will be informed to refrain from excess noise to respect residents in the broader surrounding area via the use of signs at the exit door.

An Acoustic Impact Assessment has been prepared and submitted with the DA. The report concludes that the noise emission from operation of the Supermarket including store operations, loading dock, car park and traffic noise generated can satisfy the requirements of the EPA Noise Policy for Industry, EPA Road Noise Policy, Australian Standard AS2436:1981 *"Guide to noise control on construction, maintenance and demolition sites and EPA - Interim Construction Noise Guidelines."*

3.2.2. Mechanical and Refrigeration

As part of the building design and as informed and confirmed in the Acoustic Impact Assessment submitted with the DA, the store operations does not impact the sensitive residential receivers surrounding the site. Appropriate sound attenuation measures are intended to be provided which is referenced in the assessment report.

3.3. TROLLEY MANAGEMENT

The Supermarket is accessed from within the basement carparking predominantly via a traveller and from the street predominantly via an escalator. As such, the utilization of trolleys at Ground level would be considered to be lesser. However, trolleys will be available for customers and as such it is proposed to have an active management process in place being:

- Utilisation of signage to identify customers that trolleys are not to be taken off the premises;
- Active staff surveillance and notification of the requirement to not remove trolleys from the premises;
- Staff training to identify customers and observe around the site for any trolleys that have been left off the premises;
- Utilisation of employees / contractors to be actively gathering unused trolleys (on the premises and off the premises) and moving them back to the trolley bays or storage areas;
- An available number for the public to contact should trolleys be identified off the premises. Woolworths will then identify the location and collect the trolleys and take back to the premises.

Otherwise baskets will be collected by counter staff (and shopping bags provided, if requested) to ensure that customers do not take baskets into the car park, thereby avoiding the potential for baskets to be abandoned.

3.4. LOADING DOCK MANAGEMENT

The Loading Dock Management Plan will be further refined following determination of the DA and prior to an Occupation Certificate.. The Building Manager along with Woolworths Operations Team and other building user representatives will be responsible for implementing the Loading Dock Management Plan. This will enforce delivery times and dock utilization amongst site users and as required, stagger deliveries to ensure well- coordinated dock access. The current design allows for provision of a turntable which allows all trucks to enter and exit the site in a forwards direction which optimises safety.

Loading Dock Hours of Operation

The loading dock will be operational during the Delivery Hours being 06:00-20:00 7 days a week.

Woolworths Delivery Patterns

Woolworths plans each store's delivery patterns with great care, in order to provide efficient delivery to our stores to meet customer expectations and allay resident concerns. Deliveries from Woolworths Distribution Centres are controlled by the Transport Manager who has a complete knowledge of all delivery restrictions imposed on every store in the region. The "run sheet" for every truck departing the Distribution Centre is both electronically and manually checked by Woolworths to ensure delivery restrictions are not breached.

Direct Deliveries

The store will receive a number of daily deliveries and pickups from companies that deal directly with the Store Manager such as milk, bread, chicken, deli, eggs and general waste.

The Store Manager is responsible for liaising with nominated representatives from the direct delivery vendors (most direct delivery vendors do not own their own transport but individually task various carriers to complete respective deliveries). Each of these service providers is responsible for agreeing and adhering to a daily delivery time, in consultation with the Store Manager.

The store manager will ensure that all direct deliveries and pickups are coordinated such that vehicle movements in and out of the site will not breach timing restrictions, and do not conflict with regular warehouse deliveries scheduled by the Transport Manager and the loading dock management. This will avoid potential for conflict and excess delivery vehicles visiting the site and queuing.

Pedestrian and Vehicle Safety

The Woolworths loading dock area is separated from customer access areas and customers will be discouraged from these areas. Signage will be utilised to ensure that car users and pedestrians are aware that the Loading Dock is for service vehicles only.

Complaint Management Procedures for Loading Docks

The Woolworths Store Manager is responsible for managing all store-related complaints. In their absence, the Assistant Store Manager will fulfil this function. The following steps will be undertaken:

- Upon receipt of a complaint the store manager will investigate the incident(s), put into effect any remedial action and then advise the complainant of action taken.
- The responsible Property Manager or Assistant Property Manager will be notified of any formal complaints to ensure appropriate action.
- In the instance of a distribution centre delivery vehicle problem, the store will ask the transport manager to rectify the matter. Upon rectification, the individual who made the complaint will be advised of action taken.
- Should the resident believe that the store manager has not adequately handled the matter, the resident is to be referred directly to the Woolworths Transport Manager.

3.5. DIRECT TO BOOT

The Direct to Boot service provides a convenient service for the community. The service works through the Woolworths App or online, where the customer:

1. Selects the location for Direct to Boot (in this case Woolworths Waterloo);
2. Selection of a time window to pick up groceries;
3. Items are selected and added to cart online or in app
4. Customer attends Direct to Boot loading area during the selected time window and groceries are brought to the customers car, loaded into the car and the customer leaves.

This service has been highly popular due to the benefits of time, energy and convenience. It also allows for a reduced requirement on parking and increased flexibility. It is proposed to have 6 direct to boot loading spaces on site, with ease of entry and exit optimising this service and the benefits it provides.

3.6. GRAFFITI MANAGEMENT

Graffiti Management during the operation of the store have been detailed below.

Operation of Store

Woolworths traditionally outsources the cleaning to a contractor. This contract will include standard operating procedures and key performance measures that include how graffiti is managed. General graffiti requirements for a Woolworths development include:

- Removal of graffiti within 24 hours' notice of discovery and notification to Woolworths Operations Team.

- Where the graffiti is of a nature that it is not easily able to be removed or accessible by store cleaning staff, then a specialist graffiti consultant is required to attend the site within a reasonable time of notification to the Woolworths Operations Team.

3.7. LITTER MANAGEMENT

Presentation of our stores is of utmost importance to Woolworths and reflects our brands. Whilst the store is not yet constructed, the general litter requirements include:

Internally

- Standard Operating Procedures where bins are emptied several times a trading day – on an as required basis.
- Litter being picked up throughout the store by roaming cleaners on their circuits.
- The waste, including any liquid waste, produced by the supermarket use will be removed from the site in accordance with the Council's food handling and/or waste standards.
- Waste receptacles shall be provided within the retail areas near service locations for the benefit of customers.

Externally

- Litter being picked up within the site by roaming cleaners on their circuits.
- The retail car parks are patrolled daily and as required.

3.8. WASTE MANAGEMENT

- Bins (general and recycling) to be located in a dedicated retail waste area located within the loading dock. These bins will be secured and used solely by Woolworths.
- For cardboard collection, bale press is located within the tenancy, with bales to be collected from within the loading area on the property.
- A Waste Management Plan has been prepared and submitted with the DA.