

DRAFT OPERATIONAL PLAN OF MANAGEMENT:

Mixed-use Development Comprising Seniors Housing, Commercial Tenancies, Project Independence, Affordable Housing, Health & Well-Being Concierge service and Community Facilities.



Submitted to Northern Beaches Council by Platino Properties & Zinnia Living – REV2021/0043 (5 Skyline Place, Frenchs Forest).

OPERATIONAL PLAN OF MANAGEMENT

Mixed Use Development Comprising Seniors Housing, Affordable Housing, Disability Housing, Retail and Associated Carparking.

1. INTRODUCTION

This Operational Plan of Management (OPoM) has been prepared by Platino Properties in conjunction with our partners in support of a Development Application (DA) submission to Northern Beaches Council for a proposed mixed-use development.

The proposed development comprises the construction of 93 Seniors Housing units, 4 Affordable 'Over 55's' Housing units, 10 Project Independence Disability Housing Units + 1 carer's unit (affordable) and associated parking. A range of facilities and services will be made available to the residents, their visitors and the greater community.

Facilities proposed as part of the Skyline Place development will include:

- specialist concierge,
- retail tenancies expected to provide for café/restaurant, pharmacy, medical/allied health practitioners and
- resident-exclusive recreational facilities including a pool, lounge area, theatre and men's shed.

This OPoM provides an overview of the operational plan for the Skyline Place development. The area covered by this OPoM is defined by the boundary of the site to which the DA relates, being Lot 1 at 5 Skyline Place, Frenchs Forest .

Following DA approval, the OPoM will be updated to include any relevant approval conditions as well as additional operational details as they are co-developed by Platino and any other 3rd party external operators.

2. OWNERSHIP AND MANAGEMENT OVERVIEW

2.1 Ownership Overview

2.1.1 Seniors Housing units

The Seniors Housing units will be strata titled and will be privately owned by the residents. The development will comprise 93 seniors' units within the 6-8 storey buildings, including on-grade parking and two levels of basement carpark.

2.1.2 Affordable 'Over 55's' Housing units

The 4 Affordable Housing units, which are 'salt and peppered' throughout the building, will be part of a separate Stratum and will be owned by members of the community who are over 55 years old and meet the criteria for access to Affordable Housing. This includes, but is not limited to, key workers employed in essential industries like health care, education, emergency services and law enforcement. The affordable housing will be run by an appropriate community housing provider.

2.1.3 Project Independence Disability Housing units

Project Independence is a social housing development for people with an intellectual disability. It represents a new and unique model of homeownership, not only in Australia but also internationally.. Project Independence is an innovative social housing model that provides people with an ID the opportunity to acquire equity in a property, using just their government Disability Support Pension (DSP), whilst learning the life skills and Supported Decision-Making abilities to live as independently as possible. It empowers them to use Project Independence housing as a stepping stone to truly independent living in the broader community and to grow beyond social housing as they move up the homeownership ladder.

The application of the Project Independence model at Skyline Place will result in ten residents living in separate homes with additional (separate) accommodation for a live-in coordinator to support the residents (also within the same precinct).

2.1.4 Retail/Commercial Space

The retail/commercial space at Skyline Place will be owned independently by owner/occupier landlords or investors who will lease the space to suitable tenants. The tenants sought will be complementary to the entire development and to the transition of the wider area into a health and education precinct.

2.2 Joint Management Committee

A Joint Management Committee will be formed with representatives from the Resident Strata Committee, Commercial Strata Committee, Building Management and Resident Concierge service. The Joint Management Committee will meet monthly to review operational and management issues.

The Joint Management Committee will update the OPoM from time to time to improve management of the facilities and incorporate changes to the relevant Acts and will be responsible for overseeing the BMS (which will include budgeting and provisioning for capital expenditure within the stratum subdivision).

3. FACILITY DETAILS

3.1 Location

The Skyline Place site is located at 5 Skyline Place, Frenchs Forest within the Northern Beaches Local Government Area. It is located:

- Less than 50 metres from access to public transport (to Manly, Chatswood, City)
- Less than 200 metres away from Northern Beaches Hospital
- 850 metres away from Forestway Shopping Centre
- Four kilometres from Glenrose Shopping Village
- Five kilometres from Westfield Warringah Mall

3.2 Site Characteristics

The site is in an excellent location being situated in close proximity to the new Northern Beaches Hospital, public transport and a wide range of amenities. The site incorporates full accessibility requirements for seniors, outstanding views to the North and extensive landscaped areas for gardening, resident congregation and passive recreation.

3.3 Hours of Operation:

3.3.1 Seniors Housing Units

The Seniors Housing Units residents will be supported with on-site and extended off-site support services delivered by a combination of third-party building management services (supporting the ongoing maintenance and management of the building itself) and an innovative specialist concierge operator with experience in senior’s health and wellbeing (supporting the health, wellbeing and lifestyle needs of the residents).

The building management services and specialist concierge operator will be on-site between 8.00am-5.00pm Monday-Sunday, 52 weeks of the year with extended on-call capabilities as required including resident access to the Concierge Support Line between 7.00am-7.00pm.

3.3.2 Affordable ‘Over 55’s’ Housing units

Residents of the Affordable Housing units will benefit from the same on-site and off-site support services delivered by residents in the Seniors Housing Units outlined in 3.3.1.

3.3.3 Project Independence Disability Housing units

The ten residents living in the Project Independence units will have access to a dedicated Project Independence Coordinator who lives permanently on-site in the development within close proximity to the residents and is available to support them 24 hours, 7 days a week. It is expected that the Project Independence Coordinator and on-site concierge operator will also work closely together to provide an additional level of support to each other if dealing with emergency or unplanned incidents e.g. fire evacuation, power failure etc.

3.3.4 Retail/Commercial Space

The retail/commercial spaces at Skyline Place will be accessed by both residents at Skyline Place and members of the greater community to achieve the intergenerational precinct the development vision desires.

Tenants will likely be open for trade during standard business hours 9.00am-5.30pm Monday-Friday. It is also expected that a number of potential tenants may seek to operate across extended hours to support customers e.g. café/restaurant, pharmacy, medical/allied health practitioners.

Operational and Maintenance Responsibility Matrix

The table below summarises the typical management and maintenance responsibilities within the Skyline Place development. This will be further developed and agreed in the Building Management System.

Facility	Operational Responsibility	Maintenance Responsibility
Internal Seniors Housing Units/Affordable 'Over 55's' Units	Residents	Residents
Project Independence Disability Units	Project Independence	Project Independence
Retail/Commercial Space	Commercial Tenants	Commercial Owners

Facility	Operational Responsibility	Maintenance Responsibility
Seniors/Affordable Unit Resident Concierge	External 3rd Party Concierge	N/A
Theatre	External 3rd Party Concierge	External Building Management
Swimming Pool	External Building Management	External Building Management
Swimming Pool common area	External 3rd Party Concierge/External Building Management	External Building Management
Men's Shed	External 3rd Party Concierge/residents	External Building Management
Level 6 Common area (indoor/outdoor)	External 3rd Party Concierge/External Building Management	External Building Management
Ground Floor Common area	External Building Management	External Building Management
Gym	External Building Management	External Building Management
Health and Wellbeing Information Hub	External 3rd Party Concierge	N/A

4. OPERATIONS AND MANAGEMENT

4.1 Staff Structure

Residents living in the Seniors/Affordable Units at Skyline Place will be supported by a dedicated on-site Resident Concierge team of two primary team members, managed and supported off-site by senior management of the Concierge provider company.

The building management will be run by an experienced Strata Management Company. Commercial tenants will be managed by the landlord/landlord's agent/Strata manager.

4.2 Roles and Responsibilities of Staff

4.2.1 On-site Resident Concierge

An external 3rd party Resident Concierge Operator with specialist experience in supporting senior residents and people with disability will deliver an innovative on-site and off-site service. During their hours on-site, generally between 8.00am and 5.00pm 7 days a week, the role and responsibilities of the Resident Concierge Operator will include:

- **Community Connection** - Demonstrating comprehensive understanding of local community groups, activities, services etc which may be of relevance to residents and communicating and supporting residents to engage in those that are of interest by discussing with them in person, phone and via the app
- **Increased resident safety and security** – Proactively reducing risk and providing added support for residents where opportunities are identified e.g recommending a personal alert pendant if a higher likelihood of falls is identified

- **Supporting local resident to age in place in their community** – Delivering a resident-focused service which encourages local residents to stay in the northern beaches, in suitable housing which will support them to age in place
- **Time-saving concierge activities** – Saving residents time and money by maintaining a database of suitable local service providers who can deliver high-quality services to residents in a cost-effective manner, negotiate collective discounts where possible and manage bookings
- **Facility Operations** - Overseeing operational management of the Common areas and Community areas, encouraging residents and their guests to utilise the facilities, assisting with bookings and inviting community businesses in to offer e.g. aquarobics class to residents.
- **Aged Care Service Support** – Where appropriate supporting residents to navigate the health and aged care system to access to available aged care services and assist coordinate the services they need, ensuring high quality, cost-effective services are accessed. This may include accessing government funded Home Care packages, the Commonwealth Home Support program and other available supports.
- **Assistive technology/devices** – Assisting residents with securing and implementing suitable assistive sensory technology which supports them to remain living safely and independently in their home in the community. Devices may include automated medication monitoring, virtual assistants (Google Home, Alexa), wearables, amplified phones, discreet home monitoring devices tracking movement/activity
- **Remote health and wellbeing access** – Supporting residents to access virtual, mobile or community-based health and wellbeing services as appropriate. This may include assisting residents to utilise technology to liaise with doctors, allied health professionals, etc e.g. Telehealth, when travel is restricted - COVID-19/mobility.
- **Passive Surveillance** – Supporting the building management provider to deliver the Access & Security Systems within the Building as outlined in the Access Strategy whilst on-site. Oversee all active and passive surveillance of the common areas, car parks and external areas whilst on-site.
- **Mail/Parcel Delivery**- Working closely with the Building Manager to ensure the mail delivery service is operating effectively and residents receive mail and deliveries in a timely and secure manner
- **Building Maintenance** - Assisting residents with submitting and tracking maintenance requests utilising the BuildingLink customised platform
- **Coordinate resident volunteers** – Encouraging residents to volunteer and support other residents at Skyline Place or members of the greater community e.g. during lock-down periods where residents are encouraged to stay home, and vulnerable resident do not feel safe leaving their homes – coordinate a roster of resident volunteers to drop-off groceries needed, or make a phone call to check-in with neighbours who have expressed they would appreciate support.
- **Welcoming community to Skyline Place** – Working with community groups and the council to welcome community residents into the development for special events e.g. outdoor cinema, Christmas market with items fresh-grown and handmade items

from the keen gardeners living at Skyline Place and Men’s Shed raising money for local charity

- **Coordination of locally based allied health professionals** – Inviting professionals to utilise private consulting rooms to meet resident’s needs – reducing the need to travel and provide local businesses with additional business from residents
- **Proactively encouraging resident health and wellbeing** – Assisting residents to maintain their health and wellbeing by connecting them to e.g exercise options, personal trainers in development gym, nutritious meals, health and wellbeing practitioners etc
- **Reducing social isolation, encourage interaction** – Keeping in touch and looking out for residents, connecting them to other residents with similar interests and hobbies to reduce social isolation.
- **Establishing groups of interest** – Surveying and collating from residents areas of interest and facilitating and encouraging the establishment of relevant groups eg Social book club, knitting club, coffee club, caravanning collective, sunrise-swimmers etc
- **Give-back** – Harnessing the special skills and valuable skills offered by the residents and establishing classes, or free-sessions for community members to learn from e.g student tutoring from a group of retired teachers, Sunday Crafternoons- inviting the grandchildren of residents to school holiday craft sessions etc

4.2.2 Building Manager

The building manager will co-ordinate the building management as per a standard strata title development.

4.2.3 Other

A committee will be established which manages the relationships between the building manager / concierge and commercial uses.

4.3 Access, Parking and Transport

The Access to all areas via security fob cards, surveillance and an access plan ensures a clear separation between the Commercial and residential uses.

The Seniors Living Residents will have access to XX carparking spaces including XX accessible spaces in a designated and secure area in the basement carpark. Electronic vehicle charges are available to those who wish to use them, with carspaces provided with charges as required. Access to the resident carpark area is via a motorised security roller shutter.

4.3.1 Vehicular Access and Parking

The on-site Resident Concierge will work closely with and support residents to monitor and troubleshoot any issues or concerns regarding vehicular access including resident, visitor, and delivery parking.

4.3.2 Public Transport

The on-site Resident Concierge will assist residents and their visitors to access and understand the public transport options available including maintaining up to date information on routes, timetables and accessible services.

November 2021

Appendix 1: Waste Management Strategy

5 SKYLINE PLACE, FRENCHS FOREST

The Waste management strategy is as per the previous waste management plan provided to council and is supported by further information outlined in this document of how the waste management will be managed.

Proposed Waste Facilities & Equipment

The design accommodates and manages waste generated by both the Seniors Housing, disability housing & commercial tenants separately, to allow flexibility in management of both of these uses. Either way the facilities are designed to minimise the waste to landfill and maximise the pre-sorted recycling streams.

Seniors Housing

The seniors housing apartments are arranged over 6 and 7-8 floors with each residential floor having a garbage room, each to serve 4-8 apartments. The garbage rooms are well sized to accommodate recycling bins for the designated recycled waste streams, typically:

- Paper
- Containers (Non deposit)
- Organics

Each garbage room is also equipped with a garbage chute that allows tenants to dispose of their remaining waste where it drops down to skip bins in the Garbage Collection Room in the basement level.

A designated collection area will be provided within 6.5 metres of the truck loading zone area. The area has been appropriately sized and will contain screening.

The loading bay area, as shown is approx. 8.5m long by 19m wide. Our internal calculations and our traffic consultant indicate that this is sufficient space for the loading truck and bins on collection day.

Responsibilities of the Building Management

The building manager will be responsible to:

- Appoint a licensed commercial cleaning contractor, who supplies bins (if required outside of council allocation), empties them regularly as required and returns empty bins to the Garbage Collection Rooms. It should be noted that bins will be rotated as required. That is, bins on higher levels of the Seniors Housing will be moved to lower levels as required
- Keep Garbage Rooms clean, and washed out regularly
- Move recycling bins from the Garbage Rooms on each floor to the Basement floor Garbage Collection Room as they become full and replenish with empty bins.
- Rotation of bins as required across all levels
- Manage the Garbage Collection Room ensuring
 - Is kept clean
 - Recycling streams are as required with minimal contamination and ins are full
 - Skip bins under chutes are cycled to ensure there is always space
 - All bins are put out for collection by the designated contractor at the designated collection area and are returned to the Garbage Collection Room, following emptying.
 - In the case of Organics, they are removed to the designated composting facilities incorporated in the Community Garden or roof-top garden.
 - All bins are washed out weekly.
- Move bins from the Project Independence (Disability housing) component of the Ground floor to the appropriate storage level on the basement
- Move bins to the designated collection areas in time for collection. As per the amendment to the plan, a clear designated path, at the appropriate gradient is now included in the basement. The building manager will, if necessary, use an appropriately designed garbage tug, trailer, mover or trailer to ensure the most efficient movement of garbage to the appropriate collection area. The current plans show an area where the tug can be parked / stored.
- To move bulky goods, that are stored in the bulky goods room, every five weeks to the designated garbage collection area
- In the collection area, sort Bins into specific types to ensure all together for example, all paper bins together, all mixed recyclables together and all general waste together.
- Monitor usage in the first 6 months to ensure the most appropriate allocation of bins on each level is ascertained once 'real-life' garbage usage is known
- To note: There is no expectation of council waste officers to move garbage in any area. All Garage collection is provided within 6.5 metres of the truck location.

Commercial Strata

All of the Commercial tenancies are located on the Ground Floor. There is a designated Commercial only area for garbage bin storage and collection, so this will not impact with council collection of the Seniors and disability housing waste. This is stored on the basement level. Commercial garbage collection will be undertaken by private contractors.

The Commercial Strata will have a separate Garbage Collection Room located on the basement level adjacent to the Residential Garbage Collection Room.

The operators and tenants of the commercial spaces on the Ground Floor, will be expected to sort their waste into the required collection streams (similar to above) and transport it to the Garbage Collection Room closest to them, noting waste removal will be provided by a private contractor. This will be enforced by the Commercial By-Laws and their lease agreements.

The Commercial Strata Operator / Manager will be responsible to:

- Appoint a licensed commercial contractor, who supplies bins, empties them as regularly as required and returns empty bins to the Garbage Collection Rooms
- Keep Garbage Rooms clean, and washed out regularly
- Rotate bins to ensure there is always an empty bin for each waste stream for the tenants to use.
- Manage the Garbage Collection Room ensuring
 - Its kept clean
 - Recycling streams are as required, with minimal contamination and bins are full
 - All bins are put out for collection by the designated contractor at the designated collection area and are returned to the Garbage Collection Room, following emptying.
 - In the case of Organics, they are removed to the designated composting facilities incorporated in the Community Garden.
 - All bins are washed out weekly.

Other Items

In relation to specific other items these are outlined as follows:

Fire Escape Path:

The fire escape path with the egress no longer through the bin holding compound. This is an enhanced solution.

Area Adjacent to the Holding Bay:

The area adjacent to the holding bay will be hardscape only, with a small amount of minimal landscape – approx. 2m. As per the revised sketch outlined there is significant capacity to hold all bins as required.

Bin Capacity and Rotation:

As outlined in the overview above, part of the building management contract will ensure that, if required, bins will be rotated from the upper floor to the lower floors prior to bin collection. It is our experience in seniors housing that bin usage is not as great in residential buildings, generally with families and higher occupancy per apartment. It is not expected that there will be an issue with the number of bins provided.

Bin Usage on Collection Days:

The following should be noted:

- The Garbage chute is always in operation
- On collection date, subject to the capacity of all bins, bins that are not required to be emptied will remain on the seniors housing level(s)
- Building management, as per the Operational Plan of Management will ensure that movement of garbage on collection days is swift and returned promptly to residential levels, after bins have been emptied. Seniors' housing residents will be given clear communication in relation to what times, specific bins at capacity, will not be available. Again, in our experience, given all seniors housing residents are owner occupiers they take pride in their buildings and follow operational plans carefully.

Basement Binroom Route of Travel:

- As outlined above the building manager will, if necessary, use an appropriately design garbage tug, trailer, mover or trailer to ensure the most efficient movement of garbage to the appropriate collection area

Bulky Good Storage Room:

- As shown in the drawings a bulky goods room is provided of 30sqm (approx. 90m³ or 60 m³ if a maximum height of 2 metres is assumed). This exceeds Council's Waste Management Guidelines. As outlined above transport from the bulky good room to the collection area will be undertaken by building management.

We would be very happy to discuss these matters with you further. Please contact me on 0413 819 447 should you wish to arrange a meeting.

Yours sincerely

Simon Militano

Development Director – Over 55' Housing

Platino Properties

The development benefits from a bus stop being located within 50 metres of the site which services the local community, Chatswood, Manly, Sydney CBD and local shopping centres seven days per week.

Concierge will also provide residents with supported public transport travel planning and public transport utilisation training eg use of Opal Cards, online top-up, Trip Planner etc. to encourage utilisation and uptake of public transport and support minimisation of traffic congestion.

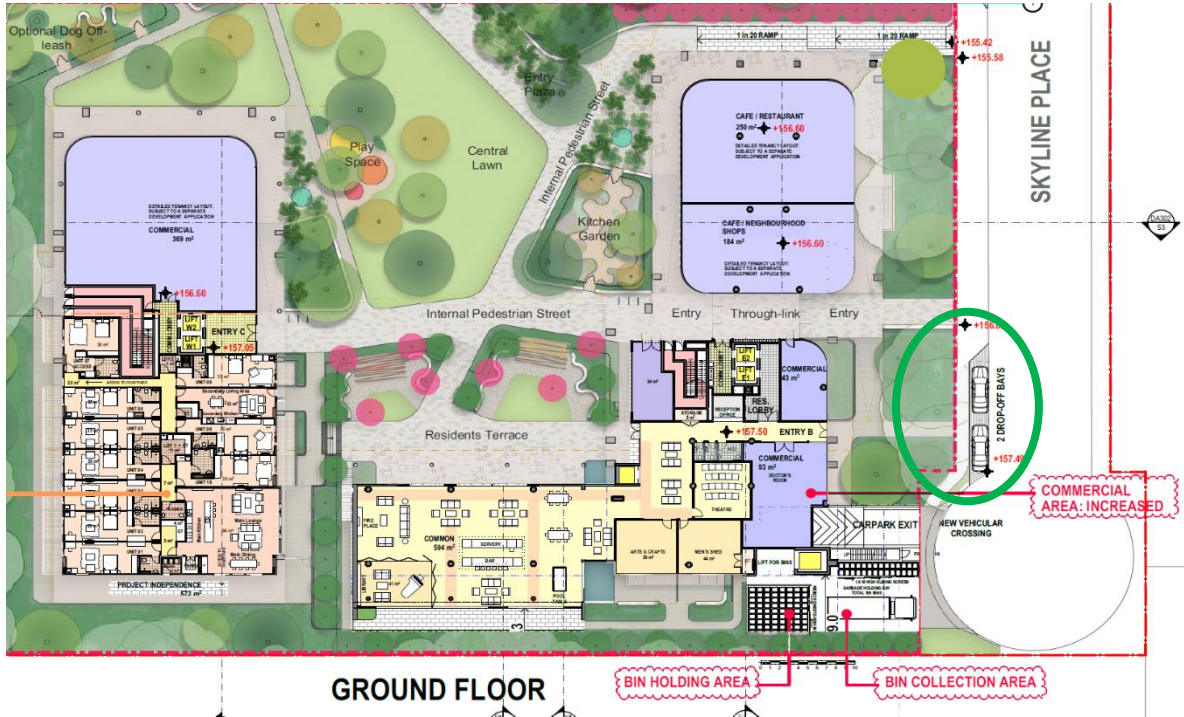
4.3.4 Additional Transport Service

The on-site Resident Concierge will support residents at all stages of their transport requirements including:

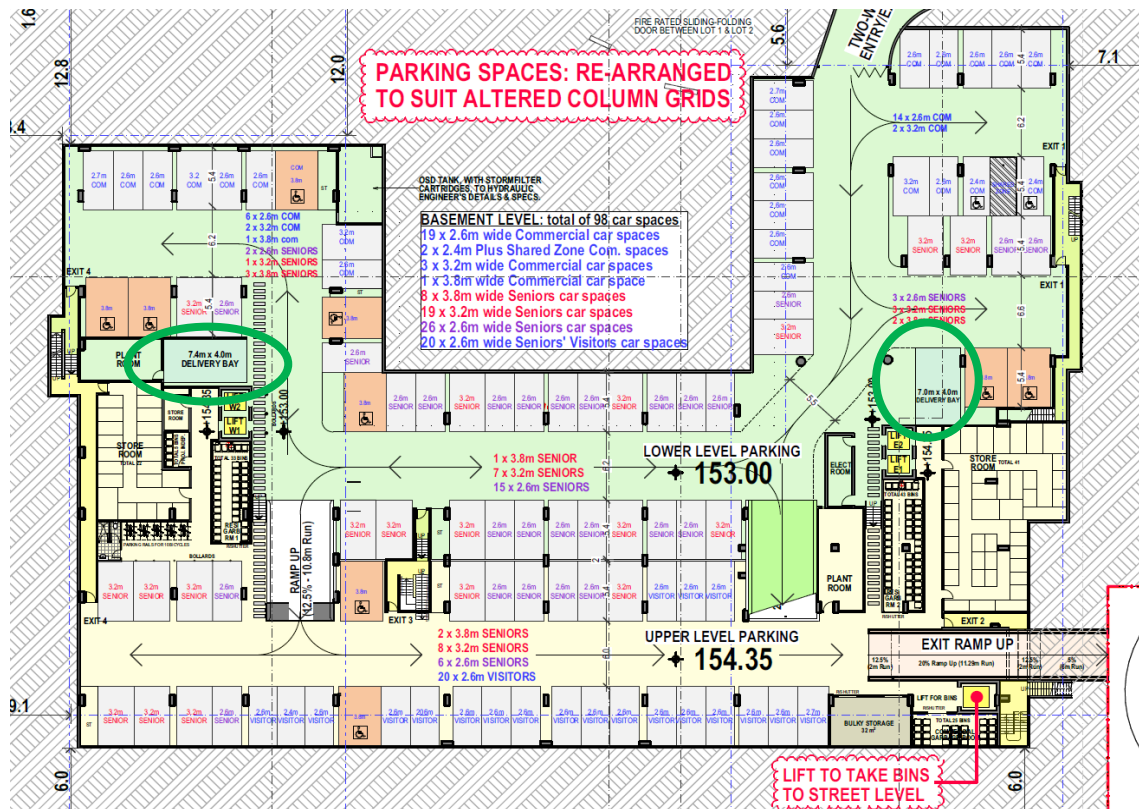
- Ride-sharing services: Support to download app, set-up account, book and utilise ride-sharing services e.g. Uber, Ola etc.
- Taxi booking service: On request from resident's book taxi service collection and drop-off at requested location.
- Community services transport: Assist connect residents to community service transport options e.g. Easylink which offers affordable individual transport and shuttle support to medical appointments, social outings and shopping centres on the Norther Beaches of Sydney.
- Fee-for-service accompanied transport: Where residents require an additional level of accompanied transport, Resident Concierge is able to book an experienced support person to collect, accompany to destination/appointment and return resident as requested on a fee-for-service basis.

4.3.5 Emergency Services Access

The access for Ambulance is in a number of potential areas either in the basement adjacent to each lift core or on the ground level and has been designed to accommodate this. These areas are highlighted below



Ground level Ambulance Access



Basement level Ambulance Access

4.4 Security

The Seniors, Affordable and Project Independence Units can only be accessed by on-site Concierge team members, Building Management Service team members, Residents and their Visitors.

The Retail/Commercial Spaces on the ground floor at Skyline Place will be accessible to both Residents and members of the wider community during agreed business hours.

Electronic Identification/Key Pass cards will be issued to all Staff, Residents and Contractors which will track and monitor usage. An integrated camera system will be operational in the Resident common areas which will be monitored by the Building Management Service. In addition, during the hours on-site the Resident Concierge and Building Management Service will provide passive surveillance which enhances the level of security of the development and enables timely response to any concerns.

4.5 Lighting

All common and landscaping areas will be adequately lit to facilitate passive surveillance. After the close of business hours and commercial operating hours, lighting will be adjusted so as to minimise potential for light leakage during the evening and minimise usage.

The on-site Resident Concierge and Building Management Service will work closely together with residents to monitor and encourage reporting of any lighting issues or concerns and address promptly.

4.6 Fire Safety Procedures

All staff in the various Stratum will be instructed on safety measures in the event of a fire or various other emergencies

Cards required for access which include contractors allow tracking and monitoring of all access

A Fire/Emergency operations plan will be updated at completion of the development to incorporate the interface between the different facilities and uses.

4.6.1 General

All staff in both the Seniors/Affordable/Project Independence Units and the Retail/Commercial premises will be instructed by the Building Management Service on the safety measures and procedures in the event of a fire or other emergencies on the site.

During their hours on-site, the Resident Concierge service will also provide an additional level of monitoring and response to fire safety

4.6.2 Building Fire & Emergency Management

If an event such as fire occurs in the Seniors Living Apartments or CGC Clubhouse, all Residents, Staff, CGC Members and Visitors will be required to evacuate the building and assemble at a predetermined point(s) as determined and outlined by the evacuation plan provided by a specialised external party prior to occupation.

4.6.3 Bushfire Emergency Management

A Bushfire Emergency Management & Evacuation Plan will be prepared prior to OC that will outline the procedures for both sheltering and evacuation to enhance the protection of occupants from the threat of bushfire.

4.7 Deliveries & Servicing Vehicles

To support the growing volume of parcel, grocery and food deliveries to residents, the on-site Resident Concierge will also assist to ensure the efficient delivery and security of deliveries to residents. This would include educating delivery drivers and couriers on the appropriate entry point, parking location and utilisation of parcel lockers located at the development to ensure efficiency, safety and security.

4.8 Waste Management

Please refer to the waste management strategy provided as part of the DA submission for full details (and Appendix 1) which has been completed in conjunction with Council's waste management officer Raymond Creer

In addition to this strategy, included within the role of the on-site Resident Concierge is forging strong community connection and goodwill amongst residents. An element of this service will include activities which support organisations within the community e.g. encouraging Skyline Place residents to recycle and 'give back' to their community by collecting containers for the NSW Government Return and Earn initiative and donating the proceeds to a cause or charity selected by the Skyline Place residents.

In addition, the on-site Resident Concierge, working in conjunction with residents involved with the Men's Shed will encourage recycling and minimise waste by encouraging residents to donate items that can be re-purposed by the residents involved in the Men's Shed instead of disposing of them in waste.

Each waste room will include a bin for recyclables and composting facilities

4.9 Complaint Management

Having both the Resident Concierge service and the Building Management Service, on-site 7 days a week between 8.00am-5.00pm – will facilitate regular contact with residents at Skyline Place which will enable identifying issues quickly, and encourage feedback on any issues which may arise.

A formal complaints system will be implemented for residents, to ensure that any complaints are appropriately reported and responded to. All complaints will be resolved in a timely and effective manner.