

PLAN OF MANAGEMENT

FOR OPERATIONS OF

HARBORD HOTEL

29 MOORE ROAD, FRESHWATER NSW 2096

FEBRUARY 2022

CONTENTS

PART 1	INTRODUCTION
PART 2	OPERATIONAL DETAILS
PART 3	USE OF PLAN OF MANAGEMENT
PART 4	OPERATIONAL REQUIREMENTS
PART 5	SIGNAGE
PART 6	AMENITY OF THE NEIGHBOURHOOD
PART 7	DELIVERIES AND WASTE MANAGEMENT
PART 8	NOISE
PART 9	RESPONSIBLE SERVICE OF ALCOHLE
PART 10	SECURITY MEASURES
PART 11	COMPLAINT HANDLING
PART 12	CCTV SURVEILLANCE
PART 13	OTHER RELEVANT MEASURES
PART 14	TRANSPORT OF PATRONS
PART 15	AMENDMENT TO PLAN OF MANAGEMENT

ATTACHMENTS

Appendix	A	-	Intoxication Guidelines
Appendix	B	-	Prevention of Intoxication on Licensed Premises Guidelines
Appendix	C	-	Liquor Licence LIQH400102917
Appendix	D	-	(TBC) Development Consent
Appendix	E	-	The Liquor Promotion Guidelines

PART 1 INTRODUCTION

- 1) The purpose of the Plan of Management is to establish performance criteria for various aspects of the operations of the Harbord Hotel (“the Hotel”) having the relevant matters under the *Environmental Planning and Assessment Act 1979* and the *Liquor Act 2007* and any relevant Regulations under that legislation.
- 2) The Plan also establishes performance criteria to demonstrate compliance with the Intoxication Guidelines (Intoxication Guidelines – see Appendix A).and Prevention of Intoxication on Licensed Premises Guidelines, dated March 2015 issued by the Secretary of the Department of Justice (Prevention of Intoxication Guidelines – see Appendix B).
- 3) A copy of this Plan shall always be available on site and produced for inspection, upon request by Police or Council Officers or Special Inspectors.
- 4) A copy of the Liquor Licence (LIQH400102917 – see Appendix C) will be kept on-site and produced upon a request by Police or Council Officers or Special Inspectors.
- 5) Development Consent (TBC – Appendix D) will be kept on-site and produced upon a request by Police or Council Officers or Special Inspectors.

PART 2 OPERATIONS DETAILS

- 6) The primary use of the premises is as a multi-faceted, safe, friendly local corner pub with a broad appeal. The sale of liquor for consumption on and off the premise, the offering of meals and function facilities. With a dining facility operating daily, the restaurant offers an extensive range of quality meal options for patrons.
- 7) This Plan incorporates a community complaint section to deal with any complaints as to noise or the behaviour of patrons or staff. See Part 11 of this Plan for more information.
- 8) The hours of operation of the site are 6 am to 12 midnight the following day, seven (7) days a week.
- 9) Guests can access the properties carpark and bottleshop through the entry on Charles Street. Exit is located on Moore Road.
- 10) The venue will operate in accordance with the recommended acoustic measures included in AKA Acoustics Compliance Reports (Document No.: R-072HBH220117.3 & R-054HBH210717.4)
- 11) Trading hours listed on the Liquor Licence will be followed including conditions around Easter, Christmas, and New Year’s Eve.
- 12) The venue will have deployed at any one time, between one (1) and fifty (75) members of staff.

PART 3 USE OF PLAN OF MANAGEMENT

- 13) The Hotel must always be operated in accordance with this Plan of Management.
- 14) This Plan of Management will form part of the formal Staff Induction Program which is compulsory for all staff.
- 15) The premise shall be operated in accordance with the provisions of this POM, applicable legislation and licence conditions.
- 16) Police are to be notified as soon as practicable by Management should any difficulty, requiring their authority and expertise, be experienced by staff in the carrying out of their duties listed in this Plan.
- 17) Management is to liaise on a regular basis with Police on matters relating to operational & security concerns encountered with encouragement.
- 18) The Licensee is an active member of the Local Liquor Accord and will continue to maintain that membership.

PART 4 OPERATIONAL REQUIREMENTS

- 19) The Hotel Licensee and all staff, including contracted security, will make themselves familiar with, and at all times comply with, the conditions as listed on the Harbord Hotel Liquor Licence.
- 20) The Hotel Licensee shall ensure all new employees, including contracted security, are informed of the contents and requirements of the 'Plan of Management', at the commencement of their employment.
- 21) The Hotel Licensee shall ensure all staff are aware of their responsibilities regarding the responsible service of alcohol and prevention of intoxication through proactive managerial supervision.
- 22) The Licensee or Manager are to ensure the premises is under their supervision at all times, and are to ensure adequate staff are rostered to ensure the safe and compliant operation of the Hotel at all times.
- 23) The Licensee or Manager on duty is to ensure that regular patrols of the Hotel are conducted to identify and address any issues relating to intoxication, anti-social or violent behaviour, and patron/employee safety. Patrols are to include areas within the hotel, bottleshop, carpark and outer perimeter of the premises.
- 24) The Licensee or Manager on duty is to ensure that the first level balcony capacity is abide by at any given time. The use of the air lock, staff member or security guard will be put in place when it is approaching capacity.

PART 5 SIGNAGE

- 25) All signage required under the Liquor Act 2007 shall be displayed in the appropriate places.
- 26) Signage relating to the use of CCTV surveillance cameras will be placed at the entrance and exit of the Hotel.
- 27) The Licensee will ensure that the required internal signage is erected and maintained at all times.
- 28) A sign will be erected at the Main Entrance of the Hotel stating the Name of the Premises, Type of Liquor Licence, and the Licensees Name.
- 29) Signs, clearly visible to patrons, are to be affixed at the exits to the licensed premises warning patrons of the need to leave the licensed premises and the immediate vicinity quickly and quietly.

PART 6 AMENITY OF THE NEIGHBOURHOOD

- 30) At all times, the licensee of the Hotel shall consider the amenity of the Hotel's neighbours and shall take all reasonable measures to ensure that impacts adverse to the amenity of the surroundings do not occur.
- 31) Initiatives to minimise the impact on the local community:
 - Continue consultation with local neighbours after taking control of the venue.
 - Providing a direct phone line to management on duty including email and contact details for the Hotel.
 - Letter to residents re-introducing and providing a direct phone line to new owners.
- 32) Security staff will be briefed to discourage patron access into residential areas.
- 33) The venues security staff will abide by its Liquor Licence conditions cleaning up glassware and regular patrols of the immediate area.

PART 7 DELIVERIES AND WASTE MANAGEMENT

- 34) All wastes shall be stored in designated refuse areas. Disposal of the waste will be by Council or appropriate contractors and shall occur between the hours of 7 am and 8 pm on weekdays and 9 am and 5 pm on weekends and public holidays.
- 35) The licensee shall endeavour for all deliveries to be made between 7 am and 7 pm.

PART 8 NOISE

- 36) The maximum noise levels permitted at the premises are endorsed on the Liquor Licence document and the recommended acoustic measures included in AKA Acoustics Compliance Reports.

- 37) All amplification equipment is centrally controlled and not accessible to the public. It is the responsibility of the manager on duty to ensure all equipment is checked to ensure noise emanating from the premises from entertainment is in line with license conditions.
- 38) Whenever entertainment is being conducted on the ground floor the windows on the western side of the hotel are to be key locked at 09:00 pm as per licence condition.
- 39) Whenever entertainment is being conducted on the ground floor the entry door airlocks on Moore Road and Charles Street will be activated in line with the above licence condition.
- 40) Whenever entertainment is being conducted on the first floor the doors and windows on the northern and eastern side of the hotel are to be key locked at 9:00 pm as per licence condition.
- 41) Whenever entertainment is being conducted on the first floor the balcony door airlock on the eastern side will be activated.
- 42) The licensee will take all reasonable measures to ensure that the behaviour of staff and patrons when entering or leaving the premises, does not have a detrimental effect on the amenity of the neighbourhood.

PART 9 RESPONSIBLE SERVICE OF ALCOHOL

- 43) All provisions with this Part 9 'Responsible Service of Alcohol' are subject to change at the discretion of Licensee or following legislative change. If any of the following operational restrictions are amended, removed or withdrawn from the Liquor Act, Liquor Regulation 2008 or Guidelines from the Department of Justice or at the discretion of the Licensee, they will no longer be required to be observed and may be taken to have been amended or deleted (as the case may be) from this Plan of Management without the need for consultation or approval from any statutory authority.
- 44) All hotel management, staff and security are required to have completed an approved Responsible Service of Alcohol Course by an accredited RSA course provider and are to be diligent in enforcing RSA and Harm Minimisation practices while on duty.
- 45) The licensee shall take all reasonable steps to prohibit or restrict activities (such as promotions or discounting) that could encourage misuse or abuse of liquor (such as binge drinking or excessive consumption). The Liquor Promotion Guidelines (see Appendix E) will be referred to in these instances.
- 46) Free tap water shall always be available then the Hotel is open and trading.
- 47) Alcohol consumption by all patrons of the Hotel shall be actively supervised by the Licensee/Management/Staff of the premises.

- 48) Low alcohol beer and non-alcoholic beverages must be available at all times when full-strength liquor is available.
- 49) The Hotel will not permit intoxication or any indecent, violent or quarrelsome conduct on the premises. Any patron causing such disturbance shall be refused service and asked to leave the premises.
- 50) If the person is considered to be intoxicated, he/she will immediately be asked to leave. If that occurs, they will be required to move 50 metres from the venue and not be permitted re-entry to for 24 hours.
- 51) No person under the age of eighteen (18) years shall be permitted in the restricted areas of the Hotel. Production of photographic identification will be required of anyone who appears under the age of 25. The only acceptable proof of age identification shall be in accordance with the Liquor Act 2007 and Liquor Regulations 2008.
- 52) When Security Guards are not engaged, Hotel staff will conduct regular patrols of all areas of the Hotel to ensure no patron is showing signs of intoxication or stockpiling drinks.
- 53) Hotel staff will not serve any alcoholic beverage to any person who exhibits signs of approaching intoxication.
- 54) Hotel staff will not, as far as is practicable, allow any person to enter the premises who is showing signs of intoxication.
- 55) The licensee shall not permit the smoking of tobacco products in the Hotel apart from in the designated smoking area.
- 56) The venue shall keep and maintain an incident book at the Hotel. The incident book will conform with the requirements specified – from time to time – by Liquor and Gaming NSW pursuant to section 56 of the Liquor Act 2007.

PART 10 SECURITY MEASURES

- 57) The licensee shall require any security personnel employed at the Hotel to undertake a venue induction.
- 58) Security Guards will be dressed in uniforms provided to them by the security firm that the licensee has engaged to provide security services.
- 59) Security Guards Fill in a timesheet (start and finish times) which is to be initialled by the manager/licensee on duty.
- 60) Level 1 of the hotel adapts a 1 security guard per 100 people, in line with Liquor and Gaming standards, when entertainment is held on this floor. Additional staff or security may be required for entry/exit points to this level.

- 61) Security Guards will report to the manager/licensee/supervisor to obtain a briefing on any specific duties to be addressed before commencing duty.
- 62) Staff will ensure that persons entering the Hotel are suitably attired in accordance with the Hotel's dress code which shall require patrons, at least, to be neatly dressed in casual wear and with footwear.
- 63) Security guards and management will note details of any incidents which required intervention by security guard within the Hotel or in the vicinity of the Hotel for inclusion in the Hotel's L&R incident register.
- 64) Prevent patrons from entering the Hotel with alcoholic drinks.
- 65) Monitor all bars, smoking sections and toilets on a regular basis.
- 66) In the event of an incident, clearly identify themselves as security and attempt to rectify the problem.
- 67) Security Guards will assist the licensee or management in removing patrons from the Hotel. Patrons are only to be asked to leave at the direction of management. Forced removal from the Hotel must only occur at the direction of the management and with reasonable force only. Immediate hands-on action may be used in self-defence or in the defence of another patron.
- 68) Remain at the Hotel for 30 minutes after closing time to maintain safety and security.

PART 11 COMPLAINT HANDLING

- 69) Complaint handling is endorsed on the Liquor Licence document.
- 70) Any resident having a complaint about the operation of the licensed premises may advise the licensee, who is to respond as soon as practicable and sympathetically to such complaints, including but not limited to, immediately cleaning up any litter or damage to properties in the immediate area of the licensed premises reasonably caused by departing patrons.
- 71) Persons who wish to make a complaint should contact the venue on 9905 3434 or the duty managers mobile number on 0426 092 131.
- 72) Staff are to be advised that any complaints received by them are to be brought to the attention of the licensee or the duty manager immediately.
- 73) The venue will make a record of all complaints and resolve to the best of their ability.

PART 12 CCTV SURVEILLANCE

- 74) The licensee shall install and maintain digital video surveillance cameras and recorders to monitor and record all entrances to the Hotel and public and bar areas used by patrons, whilst the premises are open for business.
- 75) The correct time and date must automatically be recorded on all surveillance footage, when it is recording. All surveillance footage is to be retained for a period of 30 days before it can be reused or destroyed. The surveillance footage is to be made available upon request within a reasonable time to Police, Council or special inspector.
- 76) All CCTV recording equipment and cameras shall be of high-grade digital quality capable of establishing the population and identification of patrons, offenders and incidents within the depth of field view of the cameras. In this respect, each surveillance camera shall be capable of recording a minimum rate of 6 frames per second and at high resolution.
- 77) There shall be at least one member of staff on duty at all times that can access the CCTV system.

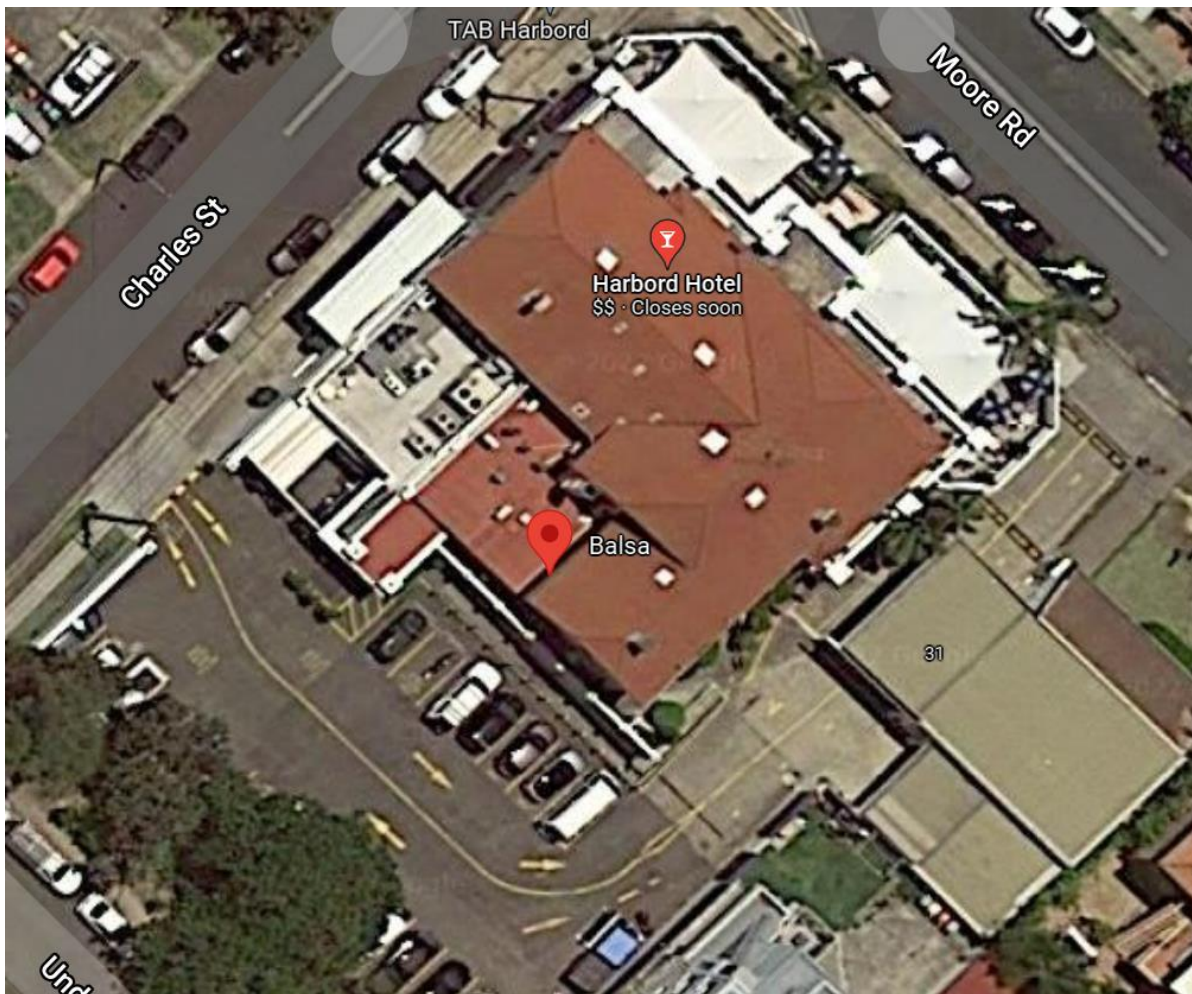
PART 13 OTHER RELEVANT MEASURES

- 78) The Licensee shall ensure that all essential services installed at the venue are certified annually and shall ensure that they remain in good working order at all times.
- 79) In the event of any malfunctioning of any essential service, the Licensee shall ensure that it is rectified as quickly as soon as possible.
- 80) Each morning sweeping of the streets and gutters for bottles or any impacts from the hotel will occur.
- 81) The Licensee shall ensure that lists of the telephone numbers of all relevant emergency agencies shall be kept in the office.
- 82) All managers and other permanent staff shall be made aware of fire safety requirements and the procedures to be followed in the event of an emergency at the venue. In the instance of an emergency evacuation, staff shall direct patrons to emergency exits.
- 83) Management procedures are to be reviewed regularly to address on-going matters as they arise.

PART 14 TRANSPORT OF PATRONS

- 84) The licensee shall take all reasonable measures to ensure all transport options are explained to patrons from the Hotel.
- 85) When patrons are leaving, if requested, they are to be advised of the public transport options including taxi services which the venue will engage.

- 86) The venue will provide a courtesy bus service in its peak periods on a Friday & Saturday night. The service will commence from 9pm until 12am and will drop off guests at Manly, Dee Why or Brookvale at their request.
- 87) The courtesy bus service will be provided on special event days and any other days it deems necessary.
- 88) The driveways from Charles Street and Moore Road shall be appropriately sign posted/ marked to ensure that vehicles enter the site from Charles Street and exit via either Charles Street or Moore Road as depicted in the image below. No vehicular access is to occur from Moore Road with through site.



- 89) The licensee will take all reasonable measures to ensure that the behaviour of patrons when entering or leaving the carparking area does not have a detrimental effect on the amenity of the neighbourhood.

PART 15 AMENDMENT TO PLAN OF MANAGEMENT

- 90) If circumstances and experience show that it is reasonable or desirable to modify any provision of this plan for the better management of the Hotel, that modification may be made by the Licensee, provided the plan continues to comply with the requirements of the Liquor Act and Regulations.
- 91) This Plan and its attachments are also subject to legislative changes to the Liquor Act, 2007 and Liquor Regulation 2008. Where publications of the Department of Justice are revised or withdrawn from its website or where legislative changes occur from time to time, the Plan is to be taken to reflect those changes.

Appendix A - Intoxication Guidelines

Appendix B - Prevention of Intoxication on Licensed Premises Guidelines

Appendix C - Liquor Licence LIQH400102917

Appendix D - (TBC) Development Consent

Appendix E - The Liquor Promotion Guidelines