

GAP BLUFF HOSPITALITY PTY LTD

Gap Bluff Centre Precinct

Officers Mess

The Armoury

Gap Bluff Cottage

Camp Cove Precinct

Constables Cottage

33 Cliff Street

Green Point Cottage

PREPARED BY:

BEAUCON PTY LTD



Operational Plan of Management

REVISED EXHIBITION DRAFT

June 2017

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OPERATIONAL PLAN OF MANAGEMENT - PURPOSE

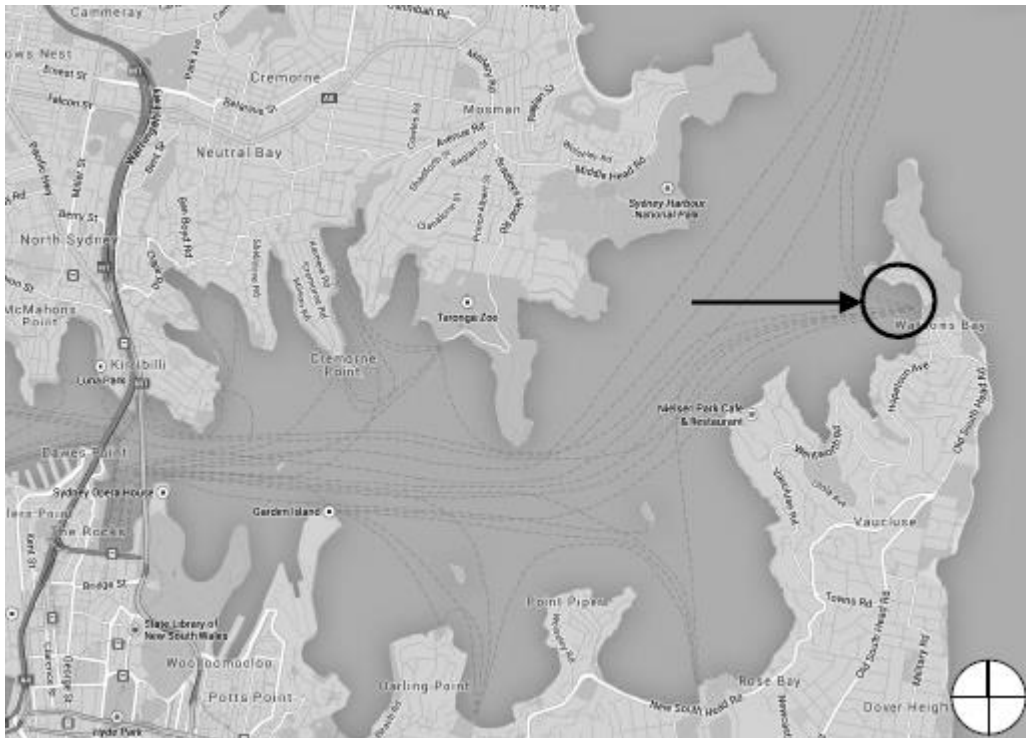
The purpose of this Operational Plan of Management is to establish performance criteria for various aspects of the Gap Bluff Hospitality Pty Ltd operations of the varying sites having regard to the conditions that attach to the Liquor Licence. This includes management of the existing and additional voluntary strategies and the New South Wales Industry Code of Practice for the responsible promotion of Liquor Products and relevant matters under the Liquor Act 2007 and the Environmental Planning and Assessment Act, 1979.

1. The Licensee must maintain an Operational Plan of Management.
2. The Operational Plan of Management should be systems based and address:
 - (a) Compliance with licence conditions and liquor laws;
 - (b) The responsible service of alcohol;
 - (c) Minimising disturbance to the neighbourhood particularly addressing effective management of patrons:
 - Noise, internal and within the Parklands;
 - who are intoxicated, violent, quarrelsome or disorderly;
 - Vehicle arrival including queuing to gain entry to the premises; and
 - within and departing the premises.
 - (d) Effective management and deployment of venue staff particularly addressing:
 - security and patron safety;
 - induction and training.
 - (e) Appropriate responses to concerns as they arise from the Local Area Commander or residents affected by the operation of the licensed premises.
3. A copy of the current Operational Plan of Management must be maintained at the licensed premises and made available for immediate inspection by members of the NSW Police Force or Inspectors of the Office of Liquor Gaming and Racing.

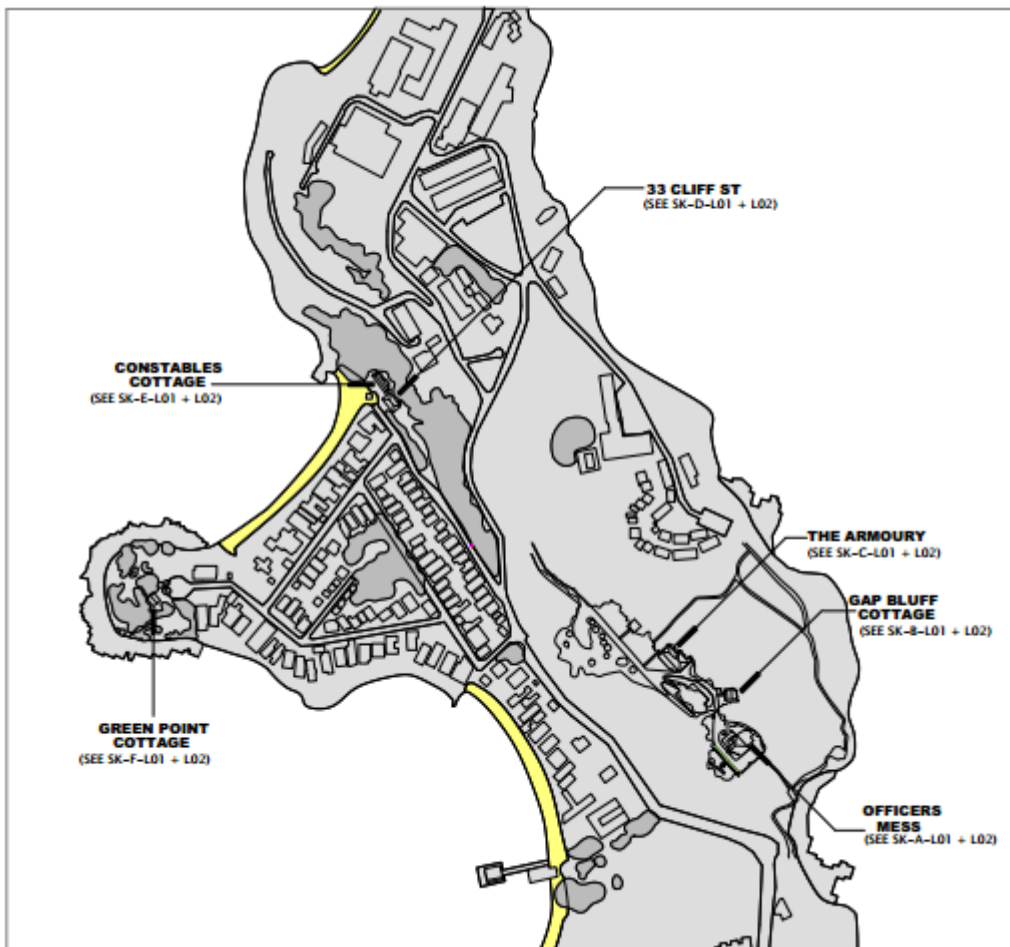
COMPANY OVERVIEW

Gap Bluff Hospitality Pty Ltd is owned by Christopher Drivas, Managing Director of Dockside Group currently managing some of Sydney's prime harbour-based function centres, including Dockside and L'Aqua at Darling Harbour, Campbell's Stores in The Rocks and Orso Bayside at The Spit, Mosman.

Site Plan



Location Plan



VENUE OVERVIEW

Licensee/ Manager

Manager	
Approved By Casino Liquor and Gaming Control Authority	
Venue telephone/ Mobile	
Website	

Duty Manager/ Venue Manager

Venue Managers Name	
Mobile Number	

INTRODUCTION

The Gap Bluff Centre Precinct consists of three properties, being the Officers Mess, The Armoury and Gap Bluff Cottage. Additionally, the Camp Cove Precinct consists of three properties, being Constables Cottage 33 Cliff Street and Green Point Cottage. The Officers Mess and The Armoury are proposed to be presented as the finest examples of quality function venues within the eastern suburbs.

Enhancing the 'residential' properties of Gap Bluff Cottage, Constable Cottage, 33 Cliff Street and Green Point Cottage will compliment the venues as Honeymoon accomodation for the Brides and Grooms of Wedding Receptions held at the Officers Mess and The Armoury. However, the 4 cottages will be retained per their current use (in the case of Constable Cottage and Green Point Cottage) as short term holiday rental accomodation.

In essence, our vision for the collection of properties remains consistent with their current use, therefore maintaining public access and continued value to their location and community. However, we intend to enhance their value and sustainability through elegant and sympathtic renovations that highlight and celebrate their heritage.

CAPACITY – Patrons/Staff & Number of Cars

The maximum number of Patrons attending events at the Gap Bluff Centre Precinct **at any one time** will be 270 Patrons plus 16 Staff. The maximum number of Patrons **on any given day** will be capped at 410 and 24 staff. Total potential car movements at any one time is 63 guest cars and 12 staff cars

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Times	Patrons	Staff	Total Gst/Staff	Total Cars	Arr/Dep
Breakfast	N/A	N/A	N/A	N/A	N/A
Lunch	140	8	148	39	12.00pm–3.00pm
Dinner	270	16	286	75	6.00pm–midnight
Total	410	24	434	114	

Number of Patrons/staff - Capacity Cap for Patrons and Staff at **any one time** = 270 + 16 = 286
 Number of Cars - Capacity Cap for Patrons and Staff at **any one time** = 63 + 12 = 75

Number of Patrons/staff - Capacity Cap for Patrons and Staff on **any given day** = 410 + 24 = 434
 Number of Cars - Capacity Cap for Patrons and Staff on **any given day** = 96 + 18 = 114

FUNCTIONS SPACES

Officers Mess

The Officers Mess will be returned to its original glory, presented as one of the Sydney's finest 'Inter-war Functionalist Style' function venues with the ground floor Dining Room redecorated to its former style and upper floor rooms converted to a Private Dining Room (PDR), amenities and Service Pantry. The Auditoriums will be retained and refurbished as meeting space. At weekends, Private Events will occupy both the dining room and PDR delivering an intimate and iconic destination of choice for Sydney's small wedding and social market.

The Officers Mess and the Armoury will become accessible assets to the local community through Community Uses, for example, Art Exhibitions, Public Meetings and Community activities. Fully renovated and maintained, these heritage buildings will further enhance the natural beauty of their location. The prescribed uses of the buildings will not be changed from their current use as function centres.

Capacity:		Banquet	Cocktail
	Dining Room	70	80
	Private Dining Room 1	25	30

Hours of Operation:

The premises will trade Monday to Sunday – 08.30 - Midnight

- Monday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Tuesday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Wednesday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Thursday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Friday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Saturday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Sunday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight

General Principles

- Last drinks served at 23.30
- Patrons to vacate the venue by midnight
- Service Staff to depart by 00.30

Armoury

The Armoury will become one of the most sought after destinations in the mid-size market for social and corporate events and most certainly, weddings. A fully renovated facility to deliver high quality events in this iconic setting with views of the harbour and CBD beyond, complimented by its beautiful National Parkland setting.

Capacity:		Banquet	Cocktail
	Ground Floor Dining Room	140	160

Hours of Operation:

The premises will trade Monday to Sunday – 08.30 - Midnight

- Monday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Tuesday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Wednesday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
- Thursday 08.30 – Midnight Alcohol Service/Music cease at 23.30, Patrons depart by midnight
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General Principles

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- Service Staff to depart by 00.30

SHORT TERM ACCOMODATION

Gap Bluff Cottage/Constable Cottage/33 Cliff Street/Green Point Cottage

Renovated to serve as short term accommodation and as an annex to the Armoury and Officers Mess Function Centres. Gap Bluff Cottage, Constables Cottage, 33 Cliff Street and Green Point Cottage will become the Bridal Rooms and Honeymoon Suite of those Wedding couples that have their reception at the Gap Bluff Centre.

All cottages will be leased for short term accomodation under very strict Contract/Terms and Conditions deterring capacity, noise regulation and visitor numbers. The Terms and Conditions will be closely administered under Contract including substantial Bonds and penalties ensuring compliance. Contact numbers for access by local residents will be maintained on the Gap Bluff Hospitality website. All mearsures will be taken to ensure strict compliance by all residents.

ACCESS - PATRON TRANSPORTATION / PARKING / PEDESTRIAN

Gap Bluff Hospitality Pty Ltd fully appreciate the value of the setting of each Precinct and will maintain public access at all times to foot traffic as is presently experienced.

Gap Bluff Centre Precinct

A Transport Management Plan (TMP) will be implemented, developed and managed on a daily basis by the Gap Bluff Hospitality team to minimise disruption to the local community and deliver a discreet and efficient service to Patrons attending events. The key outcomes of the TMP (**Transportation Management Plan – Refer to the Draft Traffic Management Plan Appendix B of the REF**) are: –

General Principles

- Pedestrian access will not be restricted at any time though the National Park;
- Non-Function vehicles will be prohibited from accessing and parking within the Gap Bluff Centre at all times;
- Create designated parking zones with minimal impact on the National Park;
- All parking will be contained within the Gap Bluff Centre Precinct without need for overflow parking into alternate street parking or other Watsons Bay parking options;
- Vehicle access/exit gates at Military and Lighthouse Roads will be permanently locked with combination padlocks and chains, when no events are occurring;
- Vehicle access/exit gates at Military and Lighthouse Roads will be manned by Gap Bluff Hospitality team members during the arrival and departure movements of all functions;
- Gap Bluff Hospitality will encourage carpooling and alternate forms of transport, promoting the Ferry and all forms of public transport; and
- Gap Bluff Hospitality will promote mass transportation options via our website and verbally encourage these options to event organisers and attendees. Website messaging -
 - *Gap Bluff Hospitality will assist in providing recommendations and booking taxis, hire cars, coaches or minibuses' for your events. Minibuses are a great option for transporting Wedding Patrons from the ceremony to the reception.*

Vehicle Arrival

- On arrival via Lighthouse Road, direct function Patrons to ensure parking is maximised; and
- Allocate parking closest to the function centres for ease of access and departure.

Vehicle Departure

- Post signage and direct all staff and Security to request a quiet departure; and
- Hasten the departure of Patron vehicles by utilising the exit on Military Road.

Taxis/Uber

- Taxis and Ubers will arrive via Lighthouse Road and will exit from the Military Road exit.

Gap Bluff Cottage

- Parking for Gap Bluff Cottage will be contained within the grounds of the cottage and is not anticipated to be no more than one or two cars at most; and
- Arrival and departure of the vehicle/s associated with the occupants of the cottage will be via the Military Road gate. The Gate will be secured with a combination padlock at all times. However the combination will be given to the occupants for the duration of their stay and changed on their departure.

Camp Cove Precinct

Parking for 33 Cliff Street, Constables Cottage and Green Point Cottage will be contained within the grounds of the cottages and is not anticipated to be more than two or three cars at most. Therefore having no impact on the existing parking capacities.



Indicative Parking Layout Plan

Staff Parking and Transportation

Staff parking will be fully contained within the Gap Bluff Centre. The maximum number of staff at any one time will be 16 including both kitchen and service staff. Based on 75% of staff using their own car, the maximum number of cars generated by staff is 12 cars.

For those staff using Public transport –

Sydney Buses Routes 324, L24, 325 & 380. Present timetables allow for -

- Monday – Thursday 2 Buses after 11pm and 1 bus after midnight
- Friday & Saturday 2 Buses after 11pm and 2 buses after midnight

- Sunday and Public Holidays Last service at 10.48, then the GAP BLUFF HOSPITALITY minibus will be used

Please refer to the Draft Traffic Management Plan Appendix B (REF) for Bus and Ferry timetables. All timetables will be posted on Staff Noticeboards and promoted at interview and Staff Meetings.

SERVICE TRANSPORTATION

Officers Mess/the Armoury

All service deliveries and waste removal will be conducted at times that avoid functions ensuring that the two environments are kept completely isolated from each other. Public access around the Officers Mess and the Armoury will be maintained at all times with particular care taken by service delivery drivers to limit speed and allow pedestrian traffic right of way. Service deliveries will not occur before 7.00am and no later than 5.00pm. Arrival and departure of the vehicle/s associated with the deliveries will be via Military Road gate. The Gate will be secured with a combination padlock that will be given to the occupants and changed weekly.

Gap Bluff Cottage/ Constables Cottage/33 Cliff Street/ Green Point Cottage

All cottages will be retained as their current use as an accommodation cottage. Brides and Grooms will be accommodated on their Wedding night following their Reception at The Armoury or Officers Mess.

The cottages will be used for short-term accommodation with all cars contained within the grounds of each Cottage. One service vehicle will be used to transport the cleaning staff to each Cottage. This service vehicle will park within the driveway of each cottage and will not impact local street parking. Waste and recyclables from the Cottages will be treated as with any residential houses, held and collected as part of the regular service. Any additional waste materials outside of regular environments i.e. large boxes etc will be transported to the Gap Bluff Centre for disposal.

We do not anticipate any negative traffic, parking, vehicle noise or waste impacts from the operation of these cottages.

Refer to Appendix A Architectural and Landscape Drawings for detailed floorplans.

Waste Management Vehicles

The primary objective of the Gap Bluff Hospitality (GAP BLUFF HOSPITALITY) Pty Ltd Operational Waste Management Plan is to establish processes enabling waste to be collected in a manner that minimises noise, volume of traffic and cross contamination therefore maximising the potential for minimal impact on the neighbourhood and to promote recycling. Waste Management vehicle movements will not occur before 7.00am and no later than 5.00pm.

DELIVERIES

Food

All food produce will be delivered to Officers Mess and The Armoury Kitchens directly. Each Venue operations will be capable of receiving all goods-in, storage of produce and Waste Management Process. Service deliveries will not occur before 7.00am and no later than 5.00pm.

Beverages

All beverage will be delivered to Officers Mess and The Armoury venues directly. The nature of events allows strict ordering of beverage for specific events without the need for large stock holdings. Service deliveries will not occur before 7.00am and no later than 5.00pm.

Event Equipment

Movements of event equipment and theming products will be carefully managed to ensure minimal disruption as this will only occur within the Officers Mess and The Armoury. Service deliveries will not occur before 7.00am and no later than 5.00pm.

WASTE & RECYCLING MANAGEMENT

Organic Waste/Paper/Containers

All waste will be managed at its specific location, with most waste created and held at Officers Mess and the Armoury within appropriate containers, within designated areas. Waste storage and collection will take place from each location. All waste from the Short-term accommodation Cottages will be removed as part of the daily cleaning procedures and stored at each location in the traditional Council bins, per domestic use. Waste Management vehicle movements will not occur before 7.00am and no later than 5.00pm.

Trade Waste

Trade waste will be mostly managed with Grease Arrestors installed at the Officers Mess and The Armoury in compliance with Sydney Water criteria SW255 01/13. Trade Waste will be collected on a quarterly basis or as required at approximately 7.00am, all required access permits approvals will be sought as part of this process. The proposed collection time will ensure there is no disruption to any aspect of the precinct or neighbourhood. Waste Management vehicle movements will not occur before 7.00am and no later than 5.00pm.

LIQUOR LICENCE

An application for an On-Premise licence with catering service authorisation to support the proposed activities to be conducted at the Gap Bluff Centre Precinct is to be lodged with the Independent Liquor & Gaming Authority.

NOISE

Noise Containment

The Armoury

Historically, the building structure and windows of the Armoury did not have any acoustic treatment and the doors were invariably left open as the main access from the function area to the balcony. In addition, the balcony was completely open on all sides with a light weight roof that did not provide any restriction to noise emissions from the function area or guests patrons talking on the balcony. This became a source of complaint to the local residents.

Understanding these issues, Gap Bluff Hospitality made noise containment their primary objective for the renovation and re-use of the Armoury. Extensive input from our Acoustic Consultants drove the building design and material use to provide acoustic treatments that will contain noise emissions to prescribed levels.

The upgraded Armoury Building has been designed to incorporate acoustic controls within the façades in order to control noise emissions to the residential boundaries. The controls were required to not only limit noise from the Armoury building itself, but when assessed in combination with other sources associated with the Gap Bluff development. The principle elements comprise:

- Single laminated glazed façade with awning windows to the balcony areas;
- Lightweight wall panels and cladding comprising plasterboard and compressed sheet;
- Sound lock arrangement for the main entry; and
- Concrete slab roof over.

Officers Mess

Being a double brick building, the Officers Mess will retain its acoustic performance but this will be enhanced with an additional layer of glass with an air gap of 100mm (double glazing) with acoustic rated laminated glass. In addition, the internal ceilings will be acoustically treated with 100mm insulation and additional fibre-cement sheets. Acoustic rated doors and sound locks will also be introduced to further enhance containment.

External Events

On occasion, external events will occur, namely Wedding Ceremonies. This is an established practice at the Gap Bluff Centre in conjunction with their respective Reception. Acoustic assessment has determined that these ceremonies can occur during the day only, within acceptable noise controls, providing music is restricted to background ambient only. This will be strictly monitored and managed by Gap Bluff Hospitality.

Management Measures

Whereas the new designs will allow for windows to be opened during the day for day time events when music will not be a feature, all windows will be closed by 7.00pm. All internal doors to the balcony will also be closed at 7.00pm and will not be 'chocked' open. Windows will also be closed during the day if music is known to be performed.

Ongoing Monitoring and Assessment

Gap Bluff Hospitality Pty Ltd will commit to ongoing control of noise levels arising from the operation of the precincts. This will be carried out in the following principal ways.

General Noise

Gap Bluff Hospitality will operate, supervise and control all functions held within the Gap Bluff Centre Precinct. Unsupervised events are not part of this proposal. In particular, Gap Bluff Hospitality is subject to Responsible of Service of Alcohol requirements.

The aim of the Operational Plan of Management is therefore to address noise issues before, rather than after they arise, therefore minimising the likelihood of complaint.

In addition to the control of general noise, additional procedures have been developed in order to control entertainment noise (where applicable) and further controls in the event that complaints are received.

Entertainment Noise

All audio visual equipment in the venues will be permanently installed and remain the property of Gap Bluff Hospitality Pty Ltd.

Use and control of externally sourced equipment will not be permitted. Bands and DJ's will not be allowed to use their own sound systems.

Use of the audio visual equipment will only be in the control of employees and contractors of Gap Bluff Hospitality Pty Ltd.

This will enable the ready and permanent installation of all necessary sound limiting systems. It will not be possible for the hirers or other external parties to override or otherwise compromise the sound limiting systems

Relevant noise limits will be finalised and determined by direct calibration during simultaneous measurement within the premises and at the relevant residential receptors.

The internal noise limit will thus be determined by a sound level that it is in compliance with the DCP/OLRG criteria

Once the internal noise limit is established suitable monitoring and limiting devices will be set up and calibrated.

Our 'in-house' Audio Visual Company Impact AV will install noise limiters on all audio visual systems noise as outlined below -

- Source input signal to Digital Audio Mixing Console through to the Amplifiers then to the Individual Speakers;
- The digital signal processor controls all the sound in the Function rooms and this will compress and limit the sound to within the required limit;
- The attack and the thresholds are adjusted within the limiter of the digital signal processor until it is not possible to exceed the required internal sound limits; and
- The equipment and setting will located within a locked cabinet and not be accessible to hirers.

The balcony of The Armoury will be completely enclosed with floor to ceiling glass walls that are acoustically treated to comply with all noise emission requirements. Double glazing will be installed within the Officers Mess to restrict noise emission requirements and deal sympathetically with the heritage nature of this venue.

Active Management Controls

Gap Bluff Hospitalities on site Management will control & monitor noise emitted from the building to ensure that the premises at all times complies with Council & LAB noise criteria per the Acoustic Report.

Management will supervise patron behaviour outside the premises at all times to ensure that patrons enter and exit the premises in an orderly manner and do not create undue noise. In addition signs shall be placed in clearly visible positions to advise patrons leaving the premises to do so quietly having regard to maintaining the amenity of the area.

The sorting of recycled bottles and glasses will only occur within the confines of the designated waste areas at a time that will avoid noise disruption to the surrounding area.

Gap Bluff Hospitality will provide a contact number, staffed during all operating hours of the precincts.

This number will be provided to Woollahra Council and the Watsons Bay Association for ease of reference. It will also be displayed within the Gap Bluff Hospitality Web Site.

In the event of a noise complaint, the following actions will occur -

- Contact will be made at earliest opportunity to the source of the complaint advising of the required actions to be immediately implemented;
- A log of the details of the complaint noting time, date, contact details, location and the specifics of the complaint within the Noise Complaint Register; and
- The Noise Complaint Register will be available to NPWS on request.

On-Going Issues

A report will be prepared with the results of the survey, assessments and conclusions. Recommendations will be provided as necessary to provide ongoing management any noise issue that has been identified.

Gap Bluff Hospitality will contact Council and the source of the complaints and advise of actions that will or has been taken to address any identified noise issues.

LIQUOR LICENCE

SIGNAGE

All Licencing signage required under the Liquor Act 2007 will be displayed in prominent locations throughout the licensed premises, particularly at each liquor sales point throughout the Function Rooms.

No signs, including banners, shall be displayed on the building or its curtilage without prior consent from National Parks/NPWS.

Signage will be erected at the entrance to the venue, stating the licensee name, licence number, and type of licence applying to the venue.

Signage requesting patrons to leave the premise in a quiet and orderly manner will also be prominently displayed.

Signage relating to the use of 24 hour CCTV surveillance cameras will be displayed at entry and exit points of the Officers Mess and The Armoury. By nature of the use of Gap Bluff Cottage, Constable Cottage, 33 Cliff Street and Green Point Cottage, CCTV surveillance cameras will not be installed.

LIQUOR SALE / SUPPLY / CONSUMPTION MONITORED BY AN ALLOCATED RSA MARSHALL

- (a) OPEN BAR – All alcohol must be served and supplied by an RSA certified staff member.
- (b) Any alcohol allocated to tables must be monitored an allocated RSA certified staff member.
- (c) No drinks commonly referred to as shots, shooters, slammers, and/or bombs are to be sold or supplied at the premises

REMOVAL OF GLASS

No Patron is to remove any type of glass or opened can, bottle or alcohol from any of the licenced premises at any time.

AMENITY OF NEIGHBOURHOOD

- (a) The Licensee will:
 - i. Ensure patrons do not crowd or loiter in the vicinity of the premises in such manner that pedestrian movement is obstructed or hindered.
 - ii. Ensure that the manner in which the business of the premises is conducted and/or the behaviour of patrons entering and leaving the premises does not cause undue disturbance to the amenity of the neighbourhood. In this regard, the management shall be responsible for the control of noise and litter generated by persons and/or premises operations. If so directed by Council, the Management is to employ private security staff to ensure that this condition is complied with.
 - iii. Record in a Register full details of any disturbance complaint/s made by a person to management or staff in respect to the manner in which the business of the premises is conducted and/or the behaviour of persons entering or leaving the premises. Such recording will include time, date, nature of the complaint/s and any complainant details if provided.
 - iv. Respond to any disturbance complaint/s in a timely and effective manner. All actions undertaken by management / staff to resolve such complaint/s shall be recorded in the Register.
- (b) An adequate queuing system for patrons must be implemented at licensed restaurant to ensure patrons queuing do not obstruct or impede pedestrian traffic flow.

RESPONSIBLE SERVICE OF ALCOHOL MARSHALL

A RSA Marshall is to be engaged at any function or event when an open bar is operative at which alcoholic beverages may be purchased from a bar directly by a patron and when patron numbers exceed 150. Additional RSA Marshall's shall be engaged at these functions or event for each additional 150 patrons attending any such event.

The RSA Marshalls:

- Are to be exclusively tasked with ensuring responsible service of alcohol practices are adhered to;
- Patrons are not engaging in irresponsible, rapid or excessive consumption of alcohol; and
- Must hold a current approved RSA competency card.

SECURITY

- (a) Licensed uniformed Security Officers are to be provided at a ratio of 1:100 patrons
- (b) From 30 minutes prior to the commencement of a function, 1 licensed uniformed Security Officer must patrol the external area of the licensed premises.
- (c) For 30 minutes after the last patron has exited the licensed premises, 2 licensed uniformed Security Officer must patrol the external area of the licensed premises.
- (d) All Licensed uniformed Security Officers are to wear identifying numbers that are at least ten (10) cms square and the number is printed on both sides. This number is to be located in a prominent position on the front of their uniform and not covered by any reflective vest.

OPERATIONAL PLAN OF MANAGEMENT

- (a) Licensee must have the Operational Plan of Management (OPoM) approved by the NSW Police Force and the OPoM must not be amended without consulting and approval of the NSW Police Force.
- (b) The Licensee is at all times to operate/manage the Licensed Premises in accordance with the Operational Plan of Management.

PROCEDURES REGARDING THE RESPONSIBLE SERVICE OF ALCOHOL

All management and staff must be aware of and follow these procedures. Please direct any questions to your supervisor.

Gap Bluff Hospitality Pty Ltd has adopted a number of initiatives promoted by the Office of Liquor Gaming and Racing in relation to monitoring and assessing patron behaviour to prevent intoxication. Annexed to this Operational Plan of Management are a number of significant documents that relate to these issues/

Prior to the events the duties of any staff member who is associated with the consumption of alcohol is to be provided with a complete copy of this Operational Plan of Management and must read through the document and annexures and sign an acknowledgement that he or she has completed that task.

In the event that there is any conflict between the attached initiatives published by the Office of Liquor Gaming and Racing and this Operational Plan of Management, the guidelines and department publications shall override any conflict between the two guidelines and shall take precedence at all times in relation to the manner of operation of the venue.

Of particular significance in relation to this issue regarding the issue of Responsible Service of Alcohol are the provisions of sections 73 and 77 of the Liquor Act 2007, the intoxication guidelines set out in the fact sheet relating to these matters and the most recent publication from the Office of Liquor Gaming and Racing entitled "*Prevention of Intoxication on Licensed Premises*".

VENUE BAR & ALCOHOL SERVICE PROCEDURES

TABLE SERVICE

All service of drinks to a table will be conducted by a RSA certified staff member.

All tables are to be supplied with Jugs or bottles of water throughout the event.

Staff member is to monitor patrons on their allocated tables and look for possible signs of intoxication. If they believe a patron is showing symptoms then they should report this directly to the Venue Manager/Supervisor or Security.

Tray service to tables must follow the strict 1 drink per person policy.

Any bottles of alcohol must be removed from the tables 30 minutes prior to the end of the event or on completion of the allotted beverage package time frame.

No shots, shooters, slammers and/or bombs are to be supplied or sold

CLOSURE OF BARS

The Licensee, Venue Manager or Security may, if on assessing the consumption of Alcohol, deem it necessary to close bars and cease the service of all alcoholic beverages for a period of time.

The Venue Manager is to inform the Organiser of the event of their intention to close bars/cease service of alcohol for a period of time.

When the bars close, then a security guard or RSA Marshall is to be stationed at each bar to ensure compliance.

Staff members are to actively promote the provision of water and non-alcoholic beverages and are to ensure that all water stations/bottles are replenished as required.

At the discretion of the Venue Manager, trays of water are to be passed around and offered to patrons.

The Licensee/Venue Manager and security will reassess the decision and if the bars reopen then a Security Guard or RSA Marshall must be positioned at each bar to engage and assess patrons.

Intoxication

Management and staff will endeavour to prevent intoxication through the following methods:

- Ensuring that any person involved in the service or supply of liquor must hold an NSW RSA Certificate or Competency Card. A list of approved training providers can be found at the NSW Office of Liquor, Gaming and Racing (**OLGR**) website – http://www.olgr.nsw.gov.au/liquor_rsa_courses.asp
- Ensuring the manager on duty has a minimum of 5 years supervisory experience in servicing and supply of Liquor
- Maintaining a register containing copies of all RSA Certificates or Competency Cards. The register is kept in the Venue Office and is to be available for inspection when requested by a police officer or special inspector
- Restricting activities, such as promotions and discounting which would encourage misuse and abuse of liquor such as binge drinking or excessive consumption
- Limiting service of beverages containing alcohol to 1 per person
- Shots, and double measures of alcoholic spirits or liqueurs are not to be served

- Ensuring that low alcohol and non-alcoholic drinks will be available at all times when alcohol is served
- Ensuring Patrons showing signs of intoxication on arrival to the premises shall not be served
- Gap Bluff Hospitality reserves the right to refuse entry to the venue if the person appears to show signs of intoxication or substance abuse
- Ensuring all patrons on the premises consuming alcohol shall not be served after they are showing attributes associated to a state of intoxication
- Ensuring that all staff are regularly retrained on the venue's alcohol related procedures and knowing the signs attributed to intoxication
- Providing free water whenever alcohol is served
- Ensuring that food is available whenever alcohol is served
- Regularly attending local area Liquor Accord meetings

Staff Procedures

If you consider a person as showing signs of intoxication (whether from alcohol or drugs,) you must not serve them. Inform your supervisor and advise other staff

Always be calm and polite. If the customer becomes upset or angry, repeat in firm but controlled way that by the law they, cannot be served.

Emphasise that you and your establishment value the customer's patronage. Try to take the customer aside from the other people to avoid any embarrassment. Do not place the focus on the customer as the reason why service is refused. Explain why it is necessary to refuse service. And indicate it is a house policy, concerns for the other patrons' well-being, and concern for the other customers and the atmosphere of the establishment

As well as refusing to serve a person any further alcohol, he or she should be asked to leave the premises. If the customer refuses to leave they may be fined \$550 and contact the police for assistance in removing the person

A detailed log must be kept of all intoxication related incidents including refusal of entry, refusal of service, removal from premises and failure to leave premises. (Staff and supervisor are trained in the process of filling in the register and content that is required in case of a review)

Event briefing at the start of each event where alcohol is to be served or supplied to include, Intoxication guidelines, incident reporting and actioned reviews

Underage Patrons

Management and staff shall ensure that no alcoholic beverage is provided to a person under the age of 18 by staff members or other Patrons

For any events where large numbers of underage Patrons may be present identification will be checked prior to entry and overage Patrons will be wrist banded

By law parents cannot supply alcohol to anyone under 18 years of age on a licensed premise

When alcohol is served at any event held in the venue, anyone under the age of 18 must be accompanied by a responsible adult

Staff Procedures

No staff can supply alcoholic beverage to anyone under the age of 18

If you are in doubt as to the age of the customer ask for proof of age

Only the following forms of identification are acceptable

- Current Drivers Licence
- Valid Passport
- RTA Photo card or Interstate Proof of Age Card (NSW Proof of Age Cards are no longer acceptable)

Ensure that the photo matches the Patron and that the date of birth is more than 18 years before the day's date

If the Patron cannot prove that they are over 18 inform them that they cannot be served any alcohol. If they become argumentative inform your supervisor/ venue manager

Advise other staff that you have refused service

If you believe that someone has supplied alcohol to an underage Patron inform your supervisor/ venue manager immediately

A detailed log must be kept of all underage drinking related incidents including refusal of service, consumption of alcohol by an underage Patron and provision of alcohol to an underage Patron by a third party.

SECURITY AND PATRON SAFETY

The Management shall be responsible for the following

- Implementing and maintaining a barring system whereby undesirable patrons are not permitted to enter or remain in the venue as directed
- Ensuring the protection of staff and patrons is afforded at all times
- Actively resolving incidents using the utmost discretion when exercising powers of arrest, detention, and the use of force (in order to prevent the commission of an offence and in the defence of persons or property), as is permitted under the relevant venue, liquor and criminal acts and codes
- Maintaining "good" public relations with all stakeholders and exercising diplomacy at all times
- Vetting patron access for: inappropriate dress, underage, barred and excluded persons, and maintaining general crowd control
- Responding to all alarms and duress situations as required
- Establishing effective liaison with Group management and its duly authorised representatives

STAFF INDUCTION AND TRAINING

All relevant floor staff will have completed a valid RSA certificate prior commencing employment at Gap Bluff Hospitality

Regular staff briefings will be held to discuss the operations of the venue and service of alcohol at each event

Prior to commencement of an Event the Venue Manager and/or Supervisor will conduct a staff briefing to discuss the operations and food and beverage service within the venue prior to the commencement of the event. This briefing will vary depending on the nature and requirements of each event.

As part of the Venue training all staff members are required to read and refer back to the following documents, which are located within the Kitchen/Back of House and the Licence folder which is located in the stainless steel cupboard directly behind the bar:-

Staff and Management to be aware of acceptable proof of age documents- NSW Proof of Age Card (until December 2008), Drivers Licence, Passport, NSW Photo Card (or equivalent interstate/overseas documents)

Gap Bluff Hospitality is committed to ongoing training of all staff in relation to RSA information, updated venue procedures, initiatives and Liquor Laws

RSA on the Frontline refresher training held frequently for all team members to assist in compliance

Managers and relevant staff members will be made aware of all requirements of the liquor license, council approvals and the Alcohol Management Plan

Security Staff present at allocated events must hold a valid RSA certificate and when present are required to carry the valid RSA certificate on themselves

Managers and Security staff are required to hold a briefing prior to such events to discuss the protocols of handling RSA within the venue

EFFECTIVE MANAGEMENT OF PATRONS

Ensuring Patrons showing signs of intoxication on arrival to the premises shall not be admitted to the venue

Gap Bluff Hospitality reserves the right to refuse entry to the venue if the person appears to show signs of intoxication or substance abuse

Ensuring all patrons on the premises consuming alcohol shall not be served after they are showing attributes associated to a state of intoxication

Ensuring that all staff are regularly retrained on the venue's alcohol related procedures and the signs attributed to intoxication

Providing free water whenever alcohol is served

Ensuring that food is available whenever alcohol is served

Regularly attending the local Liquor Accord meetings

MISCELLANEOUS PROCEDURES

NOISE COMPLAINT REGISTER

To ensure compliance with the provisions of clause 20 of the Liquor Regulations 2008, and in addition to the notification required of any forthcoming function at the subject premises a Noise Complaint Register shall be maintained throughout each event to record any complaints received from a nearby residence or occupier and action taken. The register must be available to Police upon request.

EJECTION AND FAIL TO QUIT

Any patron who is intoxicated, violent, behaving indecently or is found to be in possession of prohibited substances will be asked to leave the venue.

Any ejected patron must move more than 200 metres from the entrance to the venue

Failure to leave the premises or the vicinity could result in a \$550 fine

All staff must report any incident to management who will report this to police

CCTV FOOTAGE ON PREMISES

The Licensee shall maintain a CCTV system that meets the following minimum requirements:

- (a) A camera must be located at the main entrance to the venue and positioned to record any person entering through this entrance. The CCTV recordings of this camera must be sufficient to enable an individual to be identified, beyond reasonable doubt, when:
 - i. the person represents not less than 100% of screen height, and
 - ii. there is an unobstructed view of the person's face.
- (b) In addition, CCTV cameras must be maintained throughout the premises with camera coverage to specifically record images of the following areas:
 - i. all other public entrances and exits, whether or not in use at the time,
 - ii. staircases,
 - iii. all portions of the floor area accessible to the public,
 - iv. toilet external entrances,
 - v. all public accessible areas within the premise excluding toilets and accommodation rooms,
 - vi. the footpath area directly adjacent to the premises, and
 - vii. courtyard and smoking areas.
- (c) The CCTV recordings of the cameras referred to in sub condition (2) must be sufficient to enable the recognition of a person. A viewer must be able to say with a high degree of certainty whether or not an individual shown is the same as someone they have seen before, when:
 - i. the person represents not less than 50% of screen height, and
 - ii. there is an unobstructed view of the person's face.
- (d) Camera views are not to be obstructed by temporary or permanent structures, signage or other impediments.
- (e) Camera recordings must meet the standards set in sub condition (1) and (3) at all times, either by way of camera positioning, camera shades or other environmental factors.
- (f) Recordings must:
 - i. be in digital format,
 - ii. record at a minimum of ten (10) frames per second, and
 - iii. commence one hour prior to opening, and operate continuously until at least one hour after closure.
- (g) The correct time, date and camera identification must be automatically embedded on all recordings and be able to be read when the image is played back on a different system without interfering with the view of the target area.
- (h) Recordings should be retained for a period of 30 days before being reused or destroyed. The licensee shall ensure that no person is able to delete or alter any recordings within the 30 day period.
- (i) When the venue is open and trading, at least one person shall be at the venue who is capable of accessing the CCTV system and is able to immediately review recordings and produce copies.
- (j) Immediate access to the CCTV system and the ability to review recordings on the system is to be granted to NSW Police, OLGR Inspectors or other regulatory officers upon request.

- (k) The CCTV system shall be able to reproduce a copy of the recordings on Compact Disc, DVD or USB memory stick and must, upon request, be provided within one working day to NSW Police, OLGR Inspectors or other regulatory officers.
- (l) Prior to the commencement of trade each day, the CCTV system shall be checked to ensure the equipment is in full operating order. If, during the daily check or at any other time, it is discovered that the equipment is not in full operating order, the licensee is to notify the Local Area Commander or delegate within two hours. All reasonable steps must be undertaken to repair the system as soon as practicable. The Licensee shall record this daily checking activity in the incident register book that meets the standards required by the Licensing police and Council.

INCIDENT REGISTER

The licensee must maintain an incident register in accordance with Liquor Act 2007.

HOUSE POLICY

Please see House Policy together with extracts from the Liquor Act section 77 Liquor Act Poster, Intoxication Guidelines and Prevention of Intoxication on Licensed Premises guidelines prepared by the Office of Liquor Gaming and Racing.

1. Intoxication

Gap Bluff Hospitality Pty Ltd have adopted a number of New South Wales Government initiatives in relation to preventing intoxication.

Management and staff will endeavour to prevent intoxication by closely following the outlines provided in the attached documents.

All staff prior to commencement of duties are to sign a copy of this policy to acknowledge they recognise the significance of this issue. Copies of the following extracts from the Liquor Act and posters relating to refusing entry and removing patrons are also to be displayed in the kitchen and food preparation area of the premises.

The fact sheet relating to intoxication guidelines and prevention of intoxication on licensed premises are also to be displayed within the food preparation areas of the premises.

Gap Bluff Hospitality Pty Ltd management reserves the right to refuse entry into the venue if the person appears to show signs of intoxication or substance abuse.

Ensuring all patrons on the premises consuming alcohol shall not be served if they are showing attributes associated to a state of intoxication.

All staff retrained on knowing the signs attributed to intoxication.

Providing free water whenever alcohol is served.

Ensuring that food is available whenever alcohol is served.

Regularly attending Darling Harbour Liquor Accord meetings.

Staff Procedures

You are not to serve intoxicated persons or allow intoxication.

Management shall have available at all times a complete copy of the Operational Plan of Management together with the annexures which relate to intoxication being Annexures A to D of this Operational Plan of Management. These documents must be displayed in the staff areas for review by staff at all times when the venue is operating.

If you consider a person as showing signs of intoxication (whether from alcohol or drugs,) you must not serve them. Inform your supervisor and advise other staff

Always be calm and polite. If the customer becomes upset or angry, repeat in firm but controlled way that by the law they, cannot be served.

Emphasise that you and your establishment value the customer's patronage. Try to take the customer aside from the other people to avoid any embarrassment. Do not place the focus on the customer as the reason why service is refused. Explain why it is necessary to refuse service. And indicate it is a house policy, concerns for the other patrons' wellbeing, and concern for the other customers and the atmosphere of the establishment.

As well as refusing to serve a person any further alcohol, he or she should be asked to leave the premises. If the customer refuses to leave they will be fined \$550 and contact the police for assistance in removing the person.

A detailed log must be kept of all intoxication related incidents including refusal of entry, refusal of service, removal from premises and failure to leave premises.

2. Underage Patrons

Management and staff shall ensure that no alcoholic beverage is provided to a person under the age of 18 by staff members or other Patrons.

For any events where large numbers of underage Patrons may be present identification will be checked prior to entry and overage Patrons will be wrist banded.

By law parents cannot supply alcohol to anyone under 18 years of age on a licensed premise.

When alcohol is served at any event held in the venue, anyone under the age of 18 must be accompanied by a responsible adult.

Staff Procedures

No staff can supply alcoholic beverage to anyone under the age of 18.

If you are in doubt as to the age of the customer ask for proof of age.

Only the following forms of identification are acceptable:

- Current Drivers Licence.
- Valid Passport.
- RTA Photocard or Interstate Proof of Age Card (NSW Proof of Age Cards are no longer acceptable).

Ensure that the photo matches the Patron and that the date of birth is more than 18 years before the day's date.

If the Patron cannot prove that they are over 18 inform them that they cannot be served any alcohol. If they become argumentative inform your supervisor/ venue manager.

Advise other staff that you have refused service.

If you believe that someone has supplied alcohol to an underage Patron inform your supervisor/ venue manager immediately.

A detailed log must be kept of all underage drinking related incidents including refusal of service, consumption of alcohol by an underage Patron and provision of alcohol to an underage Patron by a third party.

3. Miscellaneous Procedures

A copy of this house policy must be maintained in the RSA Certificate Register. The house policy must be updated annually.

Management and staff must monitor customers leaving the premises and ensure that they do so without disturbing the quiet and good order of the neighbourhood.

Any Patron who uses or has in their possession any prohibited substance must be asked to leave the premises.

At the discretion of the Licensee and Venue Manager, plastic glassware may be utilised for certain events on a case by case basis.

All staff working in the venue must be briefed on the venue house policy.

Under 18 license signage must be displayed on the front of house bars and at the entry of the venue).



An Incident Register will be kept logging any alcohol related incident including:

- all intoxication related incidents including refusal of entry, refusal of service, removal from premises and failure to leave premises
- all underage drinking related incidents including refusal of service, consumption of alcohol by an underage Patron and provision of alcohol to an underage Patron by a third party
- any removal from premises for use or possession any prohibited substance
- any complaints by neighbours as to noise coming from the premises or caused by departing patron, with a note of a response to that complaint
- any visits from the police or officers from the Office of Liquor, Gaming and Racing

LOCAL AREA COMMAND AND LIQUOR ACCORD ISSUES

The Approved Manager or delegate will attend the local Liquor Accord meeting along with other relevant team members when required and should any issues of concern be raised respond proactively and speedily to any issues of concern raised by Police, OLGR Inspectors or duly authorised officers.

This management plan will be fully reviewed annually and amendments made to reflect changes to the Liquor Act and Regulations or any other recommendations from the Office of Liquor, Gaming and Racing, Police.

Instances where police may be contacted, a local police phone number will be readily available for venue management in case of the need of police assistance. The possible reasons for police assistance include:

A disorderly patron/group that cannot be handled by the venue staff or security without the possibility of endangerment to security, other staff or public.

In the instance of criminal behaviour or the possession of illegal substances or weapons.

Any patron that continues to disrespect, disrupt or offend employees or the general public even after being removed from the venue.

Uninvited or denied patrons that refuse to leave the venue/area and continue to disrespect, disrupt or offend employees or the general public.

If an incident occurring within the venue escalates to the point of police assistance to prevent danger to themselves or to employees and general public.

Any persons found vandalising or causing damage to the venue/property.

DOOR/POLICY/DRESS CODE

Management reserves the right to refuse entry if Patrons:

- do not meet the dress code requirements; and/or
- are disorderly; and/or
- show any signs of intoxication.

MONEY HANDLING

Management will remove money from cash points periodically as appropriate.

There will be no movement of monies from the premises by management at night. All appropriate safety alarms will be installed including back to base security which involves the burglar alarm system being linked to the security company.

THEFT

In the event that theft occurs involving a customer, every effort must be made to assist the customer in any way possible, i.e. forms, police report, telephone calls.

All personal information must be recorded on the Incident Report Form in case any items are recovered at a future time.

Incidents involving staff members must also be documented on the Incident Report Form and any necessary policy reports must be completed. A list of all items missing must be recorded.

The theft of any property from the premises must be reported to the police for insurance purposes. All thefts must be documented clearly and concisely on an Incident Report form.

EVACUATION PLAN AND EMERGENCY CLOSING

A Fire and Emergency Management Plan will be developed for the Gap Bluff Centre.

A detailed plan of the site will be provided during training and in some circumstances it may become necessary to close the establishment i.e. fire, flood, power failure and other major emergencies. Evacuation Assembly Areas are designated on the enclosed map.

Gap Bluff Centre Precinct



USE OF PLAN

All staff involved with the sale or supply of liquor or security personnel shall be made familiar with this Operational Plan of Management.