

26 May 2023

PLAN OF MANAGEMENT

FOR OPERATIONS OF

HARBORD HOTEL

29 MOORE ROAD, FRESHWATER NSW 2096

May 2023

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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 Hotel 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 Hotel 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 Premises permitted under the liquor licence are 6 am to 12 midnight the following day, seven (7) days a week, subject to statutory extensions allowed by the relevant authority from time to time.
- 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 maximum number of patrons permitted within the Hotel shall be limited as follows:

- a) A base limit of 750 patrons at any one time; and
- b) On twelve (12) days during any calendar year, the number of patrons may exceed 750 but shall not exceed 800 patrons within the Hotel (“a special event”) at any one time.

13) The Hotel will have deployed at any one time, between one (1) and fifty (50) members of staff.

14) In relation to the maximum number of patrons and staff permitted within the Hotel at any time, occupancy numbers shall not exceed the following in relation to the areas nominated:

- (a) There shall not be more than 800 persons (inclusive of both staff and patrons) on the ground floor, with not more than:
 - a. 250 of those persons (inclusive of both staff and patrons) within the front courtyard area between 7am and 10pm;
 - b. 100 of those persons (inclusive of both staff and patrons) in the front terrace after 10pm with last drink service at 11:30pm and the terrace vacated by 11:45pm.
- (b) There shall be no more than 320 persons (inclusive of both staff and patrons) on the first floor at any time.
- (c) There shall be no more than 100 persons (inclusive of both staff and patrons) on the attic floor at any time.
- (d) The number of patrons on the first floor balcony (inclusive of both staff and patrons) shall be limited to:
 - (i) 90 between 7am and 6pm,
 - (ii) 80 between 6pm and 8pm,
 - (iii) 60 between 8pm and 10pm, and
 - (iv) 8 including staff after 10pm.

15) In relation to the twelve (12) special event days, the Hotel will implement the following community notification process:

- No latter than 30 days prior to a special event the Hotel will place a notice on its website confirming the date of such event and advising that patron numbers will be capped at 800 within the venue at any time.
- No latter than 14 days prior to a special event the Hotel will letter box drop immediate neighbours with a notice confirming the date of such event and advising that patron numbers will be capped at 800 within the venue at any time.

PART 3 USE OF PLAN OF MANAGEMENT

- 16) The Hotel must always be operated in accordance with this Plan of Management.
- 17) This Plan of Management will form part of the formal Staff Induction Program which is compulsory for all staff. Employees are unable to commence their employment until acknowledgement of onboarding documents are completed. This is embedded in our digital onboarding program which it is mandatory for a new employee to complete, and the system does not allow them to be rostered until completed. In addition, it is the responsibility of hiring managers of their departments to manage new employees through the orientation process covering this Plan of Management.
- 18) The premise shall be operated in accordance with the provisions of this POM, applicable legislation and licence conditions.
- 19) 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.
- 20) Management is to liaise on a regular basis with Police on matters relating to operational & security concerns encountered with encouragement.
- 21) The Licensee is an active member of the Local Liquor Accord and will continue to maintain that membership.

PART 4 OPERATIONAL REQUIREMENTS

- 22) 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.
- 23) 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.
- 24) 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.
- 25) The Licensee or Manager are to ensure the Hotel 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.
- 26) 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 Hotel.

- 27) Management will continually monitor patron numbers within the premises to ensure patron capacity is not exceeded. A staff member or security will be positioned at all entry points to undertake patron counts during peak periods, special events or when management deems it necessary. A digital hand tally counter to calculate the number of patrons at any given area will be used. The use of two-way radios will be used to communicate the capacity of the venue's individual areas between management & security guards.
- 28) Licensee and Manager on duty allocated to the Attic are to ensure that the total capacity of 100 people is abided by at any given time. In its peak periods, a head count will be conducted every 15 minutes and the use of a staff member or security guard will be allocated at the bottom of the main entry stairs on Level 1 when it is approaching capacity stopping patrons from entering until patrons exit and space is made available. The patron headcount will be conducted from this position when allocated to managing the Attics capacity.
- 29) Licensee and Manager on duty allocated to the first floor are to ensure that the total capacity of 320 people is abided by at any given time. A head count will be conducted every 15 minutes and the use of a staff member or security guard will be allocated at the bottom of the main entry stairs on the ground level when it is approaching capacity stopping patrons from entering until patrons exit and space is made available. The patron headcount will be conducted from this position when allocated to managing the first floor capacity.
- 30) The Licensee or Manager on duty allocated to the first floor is to ensure that the first floor balcony capacity is abided by at any given time. In its peak periods, a head count will be conducted every 15 minutes and the use of a staff member or security guard will be put in place when it is approaching capacity stopping patrons from entering until patrons exit and space is made available. The patron headcount will be conducted from this position when allocated to managing the balcony capacity. The function of the airlock will be used to manage the access to the balcony. Capacity of the balcony varies as per the below times:
 - a) 7am to 6pm: 90 person capacity
 - b) 6pm to 8pm: 80 person capacity
 - c) 8pm to 10pm: 60 person capacity
 - d) 10pm to 12 midnight: 8 person capacity
- 31) The Licensee or Manager on duty allocated to Ground Floor is to ensure that the front courtyard space capacity is abided by at any given time. In its peak periods, a head count will be conducted every 15 minutes and the use of a staff member or security guard will be allocated at the entry point to the front courtyard areas when it is approaching capacity. The patron headcount will be

conducted from this position when allocated to managing the front courtyard area. The capacity of the front courtyard varies as per the below times:

- a) 7am to 10pm: 250 person capacity
- b) 10pm to 12am: 100 person capacity
- c) Between the hours of 10pm and 12 midnight the venue will adopt a “must be seated” rule and have no more than 100 seats available in the front courtyard area. If not seated patrons will be asked to move inside. Last drink service for the front courtyard area is at 11:30pm and this area is to be vacated by 11:45pm.

PART 5 SIGNAGE

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

PART 6 AMENITY OF THE NEIGHBOURHOOD

- 37) 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.
- 38) Initiatives to minimise the impact on the local community:
 - a) Continue consultation with local neighbours after taking control of the venue.
 - b) Providing a direct phone line to management on duty including email and contact details for the Hotel.
 - c) Letter to residents re-introducing and providing a direct phone line to new owners.
 - d) No later than 30 days prior to a special event the Hotel will place a notice on its website confirming the date of such event and advising that patron numbers will be capped at 800 within the venue at any time.

e) No later than 14 days prior to a special event the Hotel will letter box drop immediate neighbours with a notice confirming the date of such event and advising that patron numbers will be capped at 800 within the venue at any time.

39) Security staff will be briefed to discourage patron access into residential areas. The venues security staff will abide by its Liquor License conditions cleaning up glassware and regular patrols of the immediate area.

PART 7 DELIVERIES AND WASTE MANAGEMENT

40) 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.

41) The licensee shall endeavour for all deliveries to be made between 7 am and 7 pm.

42) The car parking area shown on the approved drawings must be used for vehicle parking only. Loading and unloading of vehicles and delivery of goods to the land, except the delivery of kegs, must be carried out within the site. Any loading or unloading of material or potential environmental damage must be appropriately bunded with adequate spill response equipment in place to ensure nil run off from the site.

43) Kegs shall be delivered from Charles Street between the hours of 7am to 5pm, Monday to Saturday. (within a loading zone if applicable).

PART 8 NOISE

44) The maximum noise levels permitted at the Hotel are endorsed on the Liquor License document and the recommended acoustic measures included in AKA Acoustics Compliance Reports.

45) 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 Hotel from entertainment is in line with license conditions.

46) Whenever entertainment is being conducted on the premises the windows on the western side of the hotel are to be key locked at 09:00 pm.

47) 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.

48) Whenever entertainment is being conducted on the first floor, the balcony door airlock on the eastern side will be activated.

49) Singing, shouting or unruly behaviour can generate noise emissions which has the potential to affect the amenity of residents in neighbouring buildings. This is particularly the case if it

occurs in outside areas of the Hotel.

50) In order to address this, the ground-floor outdoor courtyard of the Hotel must be managed as follows:

- A Hotel staff member must monitor the outdoor courtyard from 10:00pm until close of business to monitor and manage noise emissions from patrons.
- In particular, the staff member shall be responsible for immediately addressing any singing, shouting or unruly behavior by patrons.
- In the event that any singing, shouting or unruly behaviour occurs in the courtyard, the Hotel staff member must, as a first course of action, approach the relevant patron(s) and give them a verbal warning to cease.
- In the event that the verbal warning is not complied with or the shouting, singing or unruly behaviour re-occurs by the patron(s), the Hotel staff member must request that the patron(s) immediately leave the Hotel.
- The manager of the Hotel shall ensure that all Hotel staff are properly trained to address any singing, shouting or unruly behaviour by patrons, including but not limited to crowd management and conflict resolution.
- Hotel staff must record all verbal warnings given to any patron(s) and removal of any patron(s) from the Hotel and provide those details to the Hotel manager. The manager must keep a copy of this record with the complaints book which can be made available to the NSW Police or an authorised Council officer upon request.
- All external entertainment must cease by 9pm.

51) The licensee will take all reasonable measures to ensure that the behaviour of staff and patrons when entering or leaving the Hotel, does not have a detrimental effect on the amenity of the neighbourhood.

PART 9 RESPONSIBLE SERVICE OF ALCOHOL

52) 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

- 57) Low alcohol beer and non-alcoholic beverages must be available at all times when full-strength liquor is available.
- 58) The Hotel will not permit intoxication or any indecent, violent or quarrelsome conduct on the Hotel. Any patron causing such disturbance shall be refused service and asked to leave the Hotel.
- 59) 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.
- 60) 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.
- 61) 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.
- 62) Hotel staff will not serve any alcoholic beverage to any person who exhibits signs of approaching intoxication.
- 63) Hotel staff will not, as far as is practicable, allow any person to enter the Hotel who is showing signs of intoxication.
- 64) The licensee shall not permit the smoking of tobacco products in the Hotel apart from in the designated smoking area.
- 65) 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

- 66) The licensee shall require any security personnel employed at the Hotel to undertake a venue induction.
- 67) Security personnel will be dressed in uniforms provided to them by the security firm that the licensee has engaged to provide security services.
- 68) Security Guards Fill in a timesheet (start and finish times) which is to be initialed by the manager/licensee on duty.

- 69) A key Security Guard must be positioned at the front door. They are required to greet guests, assess signs of intoxication of entering guests, check identification and manage the overall capacity of the venue communicating to management regularly of the total number of people on the premises. In peak periods management is to take necessary measures to ensure the Moore Road entry is the only entry point to the premises .
- 70) When the venue is approaching capacity, a security guard must be positioned at the bottom of the main entry stairs on the street level of Moore Road and entry will be stopped asking patrons to form an orderly line. Entry of patrons will continue when patrons exit the venue and space is made available. In peak periods Moore Road is the primary entry & exit, guards will be allocated to monitor other secondary access points and communicate by two-way radio to the front door if patrons happen to leave through these access points. They will inform guests trying to enter secondary access points to make their way to the Moore Road entry.
- 71) The Attic and Level 1 of the Hotel must adopt a ratio of 1 security guard per 100 people, in line with Liquor and Gaming standards, when entertainment is held on this floor. Additional staff or security will be required for entry/exit points to these levels if they are approaching capacity.
- 72) Security, management, or staff in charge of headcounts depending on their position will use a digital hand tally counter to calculate the number of patrons in any given area.
- 73) Security Guards will report to the manager/licensee/supervisor to obtain a briefing on any specific duties to be addressed before commencing duty.
- 74) 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.
- 75) 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.
- 76) Prevent patrons from entering the Hotel with alcoholic drinks.
- 77) Monitor all bars, smoking sections and toilets on a regular basis.
- 78) In the event of an incident, clearly identify themselves as security and attempt to rectify the problem.
- 79) 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.
- 80) Remain at the Hotel for 30 minutes after closing time to maintain safety and security.
- 81) When patrons are leaving the Hotel in peak periods on a Friday & Saturday night, a security guard will be deployed to manage the Moore Road exit.. It is their role to discourage exiting

patrons congregating or loitering in front of the Hotel if they are not waiting for transportation and urge people to move away from the Hotel quickly and quietly.

82) Security is to conduct regular patrols of the Hotel 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, outer perimeter and within 50 meters of the Hotel including, but not limited to, East & West along Moore Road and North & South along Charles Street. As per the Liquor License condition patrols are to commence at 8:00 pm until the last patron has left the vicinity when security is rostered.

83) Security guards are to assist in the dispersal of patrons to ensure a risk-free environment whilst patrons are being directed away from the venue.

PART 11 COMPLAINT HANDLING

84) Complaint handling is endorsed on the Liquor Licence document.

85) Any resident having a complaint about the operation of the licensed Hotel 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 Hotel reasonably caused by departing patrons.

86) Persons who wish to make a complaint should contact the venue on 9905 3434 or the duty managers mobile number on 0426 092 131.

87) 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.

88) The venue will make a record of all complaints and resolve to the best of their ability.

PART 12 CCTV SURVEILLANCE

- 89) 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 Hotel are open for business.
- 90) 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.
- 91) 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.
- 92) 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

- 93) 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.
- 94) In the event of any malfunctioning of any essential service, the Licensee shall ensure that it is rectified as quickly as soon as possible.
- 95) Each morning sweeping of the streets and gutters for bottles or any impacts from the hotel will occur.
- 96) The Licensee shall ensure that lists of the telephone numbers of all relevant emergency agencies shall be kept in the office.
- 97) 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.
- 98) Management procedures are to be reviewed regularly to address on-going matters as they arise.

PART 14 TRANSPORT OF PATRONS

- 99) The licensee shall take all reasonable measures to ensure all transport options are explained to patrons from the Hotel.
- 100) When patrons are leaving, if requested, they are to be advised of the public transport options including taxi services which the venue will engage.
- 101) A shuttle bus service must be available between the subject premises, Manly CBD and other

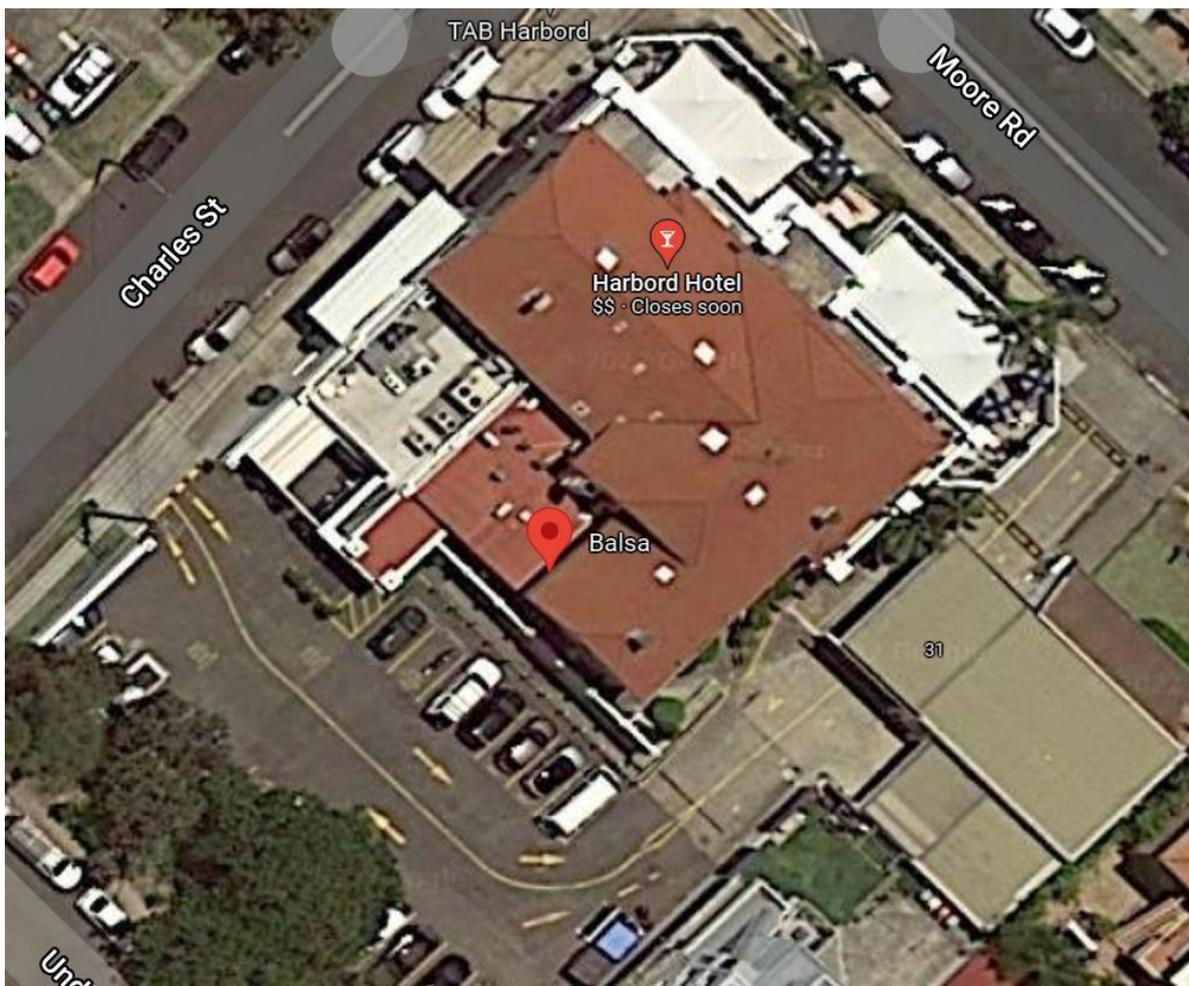
locations as required, operating in line with this Plan of Management. The shuttle service is to operate during operating hours as follows:

- (a) Friday and Saturday from 9pm to 12:30am.
- (b) days where there are more 500 patrons at the Hotel from 9pm to 12:30am.
- (c) any other day deemed necessary by Hotel management.

102) Car spaces 01-02 as nominated on plan DA.000.011 (B) shall be available and used for the parking / standing of the courtesy bus whilst in operation in accordance with this Plan of Management. All pick and drop offs will occur from those two spaces.

103) The shuttle bus driver shall be notified by Hotel management when the Hotel is at or approaching capacity at which the shuttle bus operation will be limited to transporting patrons away from the Hotel only.

104) 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.



105) 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

106) 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.

107) 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 D - (TBC) Development Consent

Appendix E - The Liquor Promotion Guidelines