

Exhibition Draft

GAP BLUFF HOSPITALITY PTY LTD

Gap Bluff 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

CONTENTS

OPERATIONAL PLAN OF MANAGEMENT - PURPOSE	4
COMPANY OVERVIEW	4
VENUE OVERVIEW	6
INTRODUCTION	6
Officers Mess	7
Hours of Operation:	7
General Function.....	8
LIQUOR LICENCE	19
NOISE	19
SIGNAGE.....	21
LIQUOR SALE / SUPPLY / CONSUMPTION MONITORED BY AN ALLOCATED RSA MARSHALL.....	22
REMOVAL OF GLASS.....	22
AMENITY OF NEIGHBOURHOOD.....	22
RESPONSIBLE SERVICE OF ALCOHOL MARSHALL.....	22
SECURITY	23
OPERATIONAL PLAN OF MANAGEMENT	23
PROCEDURES REGARDING THE RESPONSIBLE SERVICE OF ALCOHOL.....	23
SECURITY AND PATRON SAFETY	27
STAFF INDUCTION AND TRAINING.....	27
EFFECTIVE MANAGEMENT OF PATRONS.....	28
MISCELLANEOUS PROCEDURES	29
NOISE COMPLAINT REGISTER	29
EJECTION AND FAIL TO QUIT	29
CCTV FOOTAGE ON PREMISES	29
INCIDENT REGISTER – APPENDIX 1.1	30

LOCAL AREA COMMAND AND LIQUOR ACCORD ISSUES	30
DOOR/POLICY/DRESS CODE.....	31
MONEY HANDLING	31
THEFT	31
EVACUATION PLAN AND EMERGENCY CLOSING	32
USE OF PLAN	33
HOUSE POLICY.....	33

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. 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:
 - who are intoxicated, violent, quarrelsome or disorderly;
 - 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.

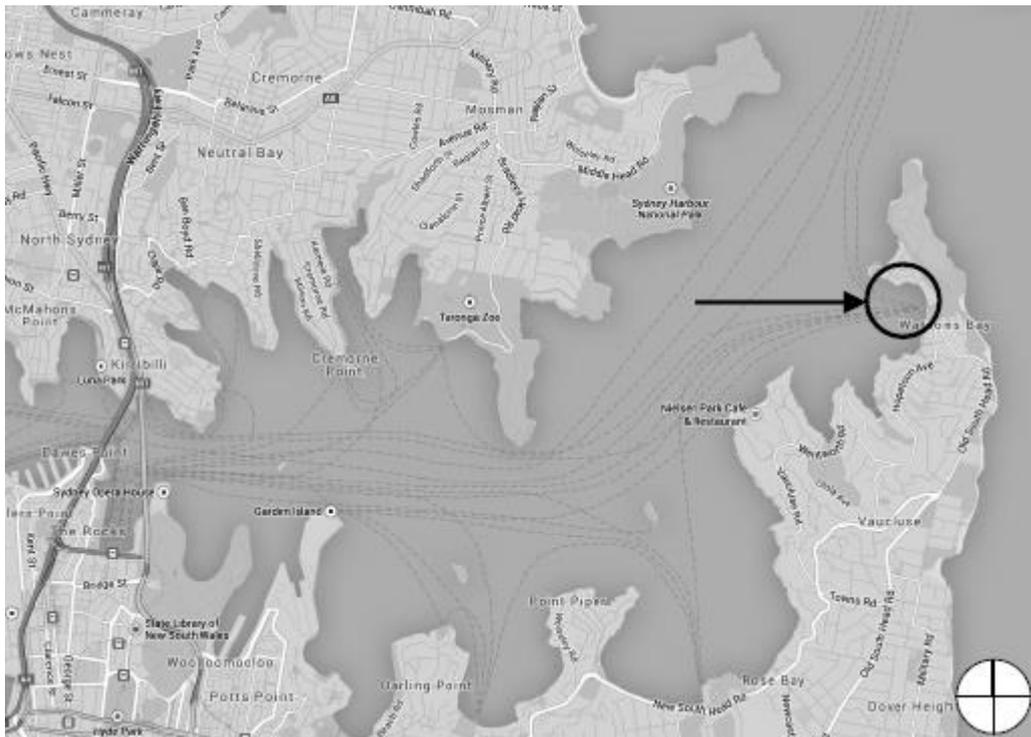
COMPANY OVERVIEW

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

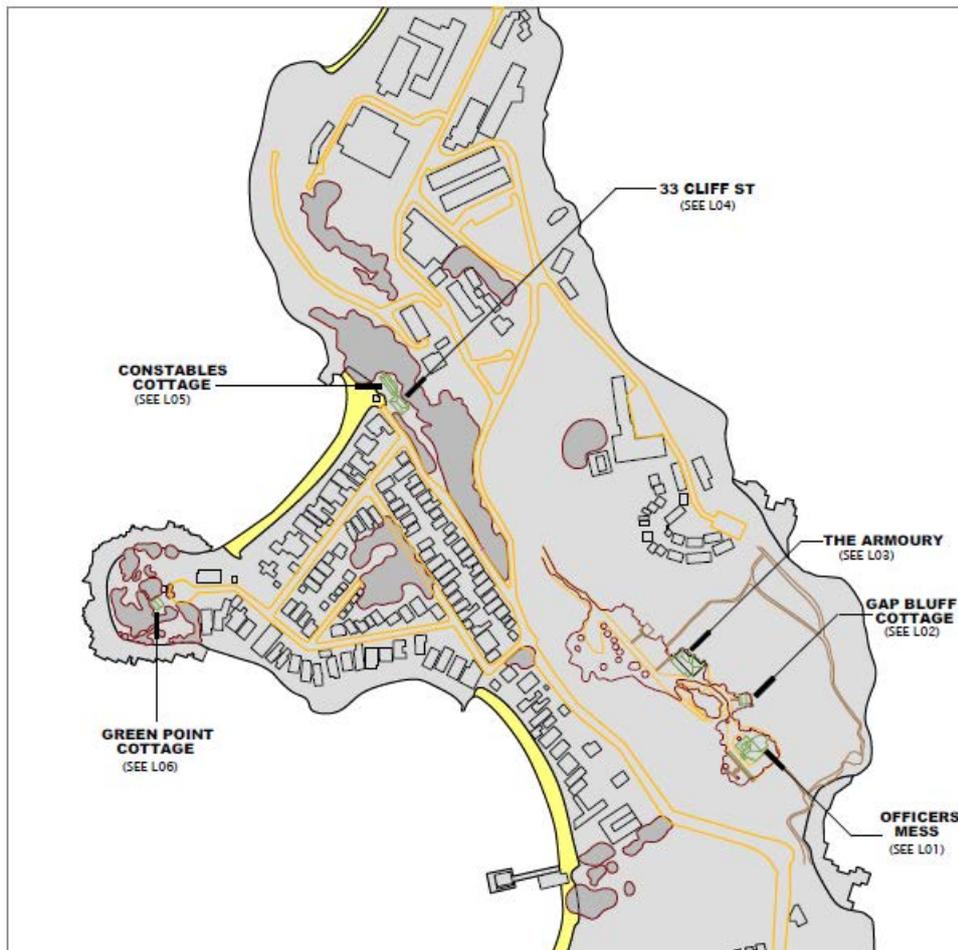
Gap Bluff Hospitality Group is one of the most experienced and successful hospitality organisations in Sydney. The family-orientated business prides itself on offering customers generous quality food, and a genuine sense of hospitality. The Gap Bluff Hospitality Group manages many of the best venues and restaurants in Sydney with water views and enviable locations, all within walking distance to Sydney CBD. The venues are popular locations for weddings, business events, special occasions and formals.

In Darling Harbour L'Aqua and Gap Bluff Hospitality are located at Cockle Bay Wharf with Star Room and Eat Love Pizza overlooking Darling Harbour within the IMAX Theatre. Waterfront, Wolfies, or the Italian Village, are located on the sandstone shores of The Rocks overlooking the Sydney Opera House.

Site Plan



Location Plan



VENUE OVERVIEW

Licensee/ Manager

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

Duty Manager/ Venue Manager

Venue Managers Name	
Mobile Number	

Venue Managers Name	
Mobile Number	

INTRODUCTION

The Gap Bluff 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 venues within the eastern suburbs. Constables Cottage will be converted into a beachside Café/Restaurant primarily focused on the existing beachgoers and visitors to South Head by day and local residents and diners from the area in the evening. Enhancing the 'residential' properties of Gap Bluff Cottage, 33 Cliff Street and Green Point Cottage will compliment the venues as Honeymoon accommodation for the Brides and Grooms of Wedding Receptions held at the Officers Mess and The Armoury. However, the 3 cottages will be maintained as short term holiday rental accommodation when not required to support the weddings, offering high occupancy to ensure they are well maintained.

In essence, our vision for the collection of properties does not move too far away from their existing use, therefore maintaining and expanding their public access and continued value to their location and community. However, as specialists in managing venues and restaurants, we intend to enhance their value and sustainability through elegant and sympathetic renovations that highlight and celebrate their heritage.

FUNCTIONS CENTRES

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 floors converted to Private Dining Rooms. The Auditoriums will be converted to a production Kitchen on the Ground Floor and a Reception room on the first level. At weekends Wedding business will occupy both dining space and PDR's delivering an intimate and iconic destination of choice for Sydney's small wedding and social market.

Capacity:		Banquet	Cocktail
	Dining Room	70	80
	Private Dining Room 1	25	30
	Private Dining Room 2	20	30

Hours of Operation:

The premises will trade 07.00 am to Midnight, Monday to Sunday -

- Monday 07.00am – Midnight
- Tuesday 07.00am – Midnight
- Wednesday 07.00am – Midnight
- Thursday 07.00am – Midnight
- Friday 07.00am – Midnight
- Saturday 07.00am – Midnight
- Sunday 07.00am – Midnight

General Principles

- Last drinks served at 11.30pm
- Patrons to vacate the venue by midnight
- Service Staff to depart by 12.30am

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 with an additional second level 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
	1 st Floor Dining Room	110	120

Hours of Operation:

The premises will trade 06.00 am to Midnight, Monday to Sunday -

- Monday 07.00am – Midnight
- Tuesday 07.00am – Midnight
- Wednesday 07.00am – Midnight
- Thursday 07.00am – Midnight
- Friday 07.00am – Midnight
- Saturday 07.00am – Midnight
- Sunday 07.00am – Midnight

General Principles

- Last drinks served at 11.30pm
- Patrons to vacate the venue by midnight
- Service Staff to depart by 12.30am

RESTAURANT

Constables Cottage

Destined to become one of the finest beachside restaurant within Sydney, Constables Cottage will be reinvented and accessible to local residents, beachgoers and tourists.

The Restaurant will service the multitude of families and walkers that use Camp Cove beach and South Head as their playground by day. Constables Cottage is intended to become a 'neighbourhood' restaurants where local residents use it 1-2 times a week at their convenience as well as attracting diners from further afield, promoting alternate transport methods to private cars.

Capacity:	A la Carte Dining
Internal Dining	37
External Dining	35

Hours of Operation:

The premises will trade for Breakfast from 08.00 am Tuesday to Sunday and from Tuesday to Saturday for Dinner. Constables Cottage will be closed on Sunday evening and all day Monday

- Monday Closed
- Tuesday 08.00am – 11.00pm
- Wednesday 08.00am – 11.00pm
- Thursday 08.00am – 11.00pm
- Friday 08.00am – 11.00pm
- Saturday 08.00am – 11.00pm
- Sunday 08.00am – 3.00pm

General Principles

- Last drinks served at 10.30pm
- Patrons to vacate the venue by 11.00pm
- Service Staff to depart by 11.30pm

HONEYMOON ACCOMODATION/ SHORT TERM ACCOMODATION

Gap Bluff Cottage/33 Cliff Street/Green Point Cottage

Renovated to serve as Honeymoon/short term accommodation and as an annex to the Armoury and Officers Mess Function Centres, Gap Bluff 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.

General Function

Gap Bluff Centre and Constables Cottage will remain and become even more accessible assets for the general public. Fully renovated and maintained, these heritage buildings will further enhance the natural beauty of their location. The prescribed uses of the buildings will not, in the majority, be changed from their present existence as function centres and accommodation. The one substantial change will occur at Constables Cottage, however we believe this will enhance the local community in a controlled manner due to the relatively low numbers of occupancy.

- Business Events; and
- Private Functions.

Patron Transportation/Parking/Pedestrian Access

Gap Bluff Hospitality Pty Ltd (GBH) 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.

Transportation Management Plan (TMP)

Gap Bluff Centre

A TMP will be implemented, developed and managed on a daily basis by the GBH 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 will deliver –

- Create demarcated parking zones with minimal impact on the National Park
- Restrict vehicle access to function Patrons only and not allow the general public parking
- Contain all the required parking for function Patrons within the Gap Bluff Centre
- On arrival, direct function Patrons to ensure parking is maximised
- Allocate parking closest to the function centres for ease of access and departure
- Post signage and direct all staff and Security to request a quiet departure
- Hasten the departure of Patron vehicles by utilising both the main entrance/exit on Military Road and The HMAS Watson exit when more than 75% of the parking is full
- Encourage carpooling and alternate forms of transport, promoting the Ferry and all forms of public transport.
- Promote mass transportation options via our website and encourage these options to event organisers -
Gap Bluff Hospitality will assist in providing recommendations and booking taxis, hire cars, coaches or minibus' for your events. Minibuses are a great option for transporting Wedding Patrons from the ceremony to the reception.
- Parking for Gap Bluff Cottage will be contained within the grounds of the cottage and are not anticipated to be more than one or two cars at most.

Staff Parking and Transportation

Staff parking will not be encouraged and limited to what can be contained within the 10 spaces at the rear of the Officers Mess.

Public transport will be promoted via Sydney Buses Routes 323, 324, and 325. 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 GBH minibus will be used



Camp Cove Precinct

GBH recognise and accept that parking is very limited in the adjacent Camp Cove car park and adjoining streets, therefore will take the following steps to alieve congestion and a disgruntled local community and Patrons of Constables Cottage.

- Parking will not be promoted or encouraged particular during daylight hours and summer
- Patrons insistent on driving to the area will be directed to Watsons Bay and Cliff Street car parks
- A GBH minibus shuttle service will run from Constables Cottage to the car parks at Watsons Bay, as required
- We will encourage carpooling and alternate forms of transport, promoting the Ferry and all forms of public transport
- Promote alternate transportation options via our website and encourage these options to Patrons on making reservations - *Constables Cottage will assist in providing recommendations and booking taxis and hire cars for your convenience.*
- Parking for 33 Cliff Street and Green Point Cottage will be contained within the grounds of the cottages and are not anticipated to be more than one or two cars at most.

Staff Parking and Transportation

Staff parking will not be encouraged and directed to Watsons Bay area.

Public transport will be promoted via Sydney Buses Routes 323, 324, and 325. 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 GBH minibus will be used



Service Transportation

Officers Mess

Once fully operational, food production will be centralised at the Officers Mess for distribution to The Armoury and Constables Cottage by GBH service vehicles. The benefit of this methodology limits the supplier deliveries to one location limiting vehicle access to Cliff Street and Camp Cove North. The additional benefits of centralising food production to the Officers Mess ensures a robust Waste Management process to be conducted in one centralised location, again restricting the amount of waste generation from The Armoury and Constables Cottage. All food deliveries will be de-boxed, cleaned, prepared and portioned within the Production Kitchen and distribute to The Armoury and Constables Cottage in refrigerated vehicles for cooking with their respective Finishing Kitchens.

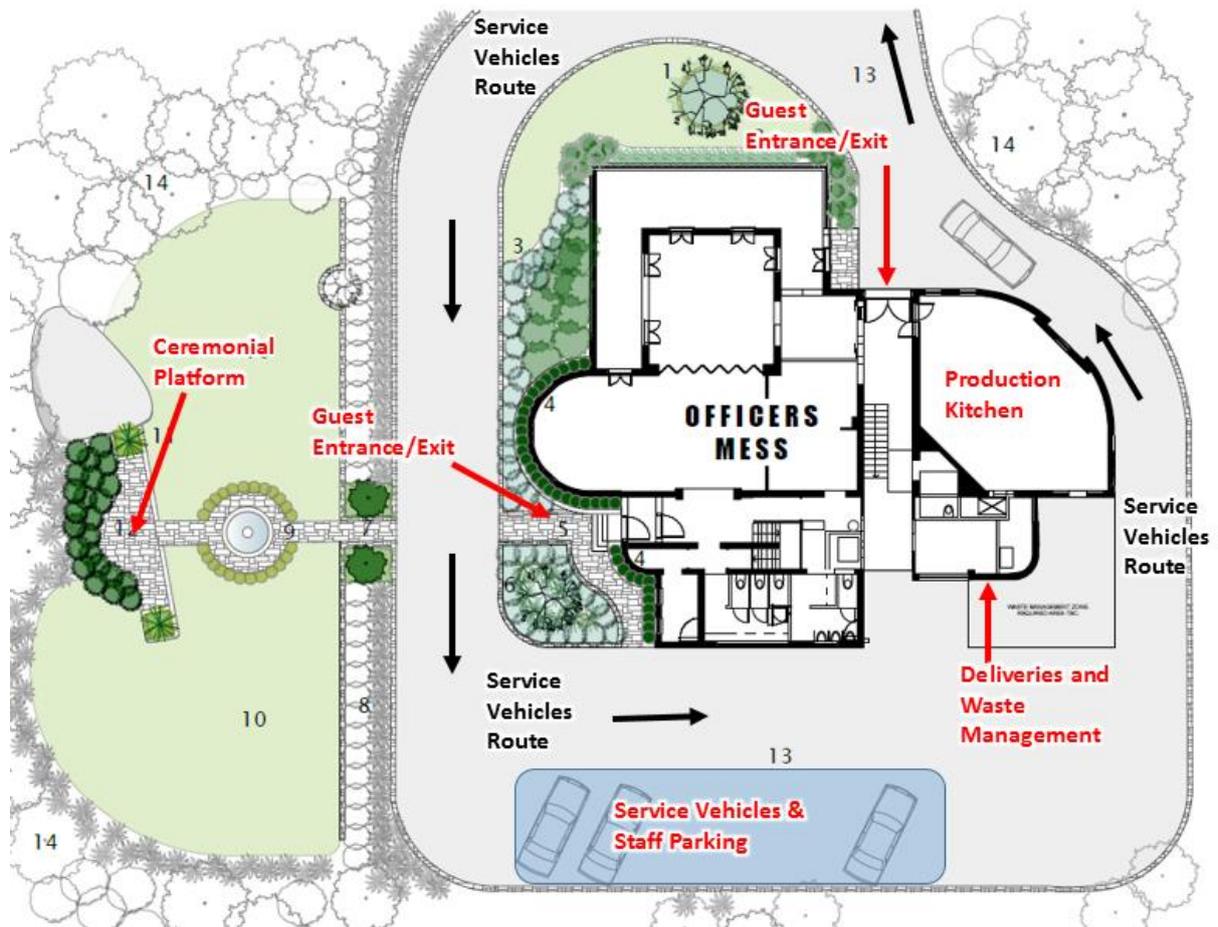
All service deliveries and waste removal will be conducted at times that avoid functions ensuring that the two environments are kept completely isolated from each other. Public access around the Officers Mess will be maintained at all times with particular care taken by service deliveries limit speed and allow pedestrian traffic right of way.

Waste Management

The primary objective of the Gap Bluff Hospitality (GBH) Pty Ltd 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.

As a principle, all waste will be centralised at the waste management area at Officers Mess, Gap Bluff Precinct. Waste from the Armoury and Constables Cottage waste will be stored onsite (internally or within lockable areas) overnight and transported using GBH vehicles to the centralised waste management area in the morning for processing.

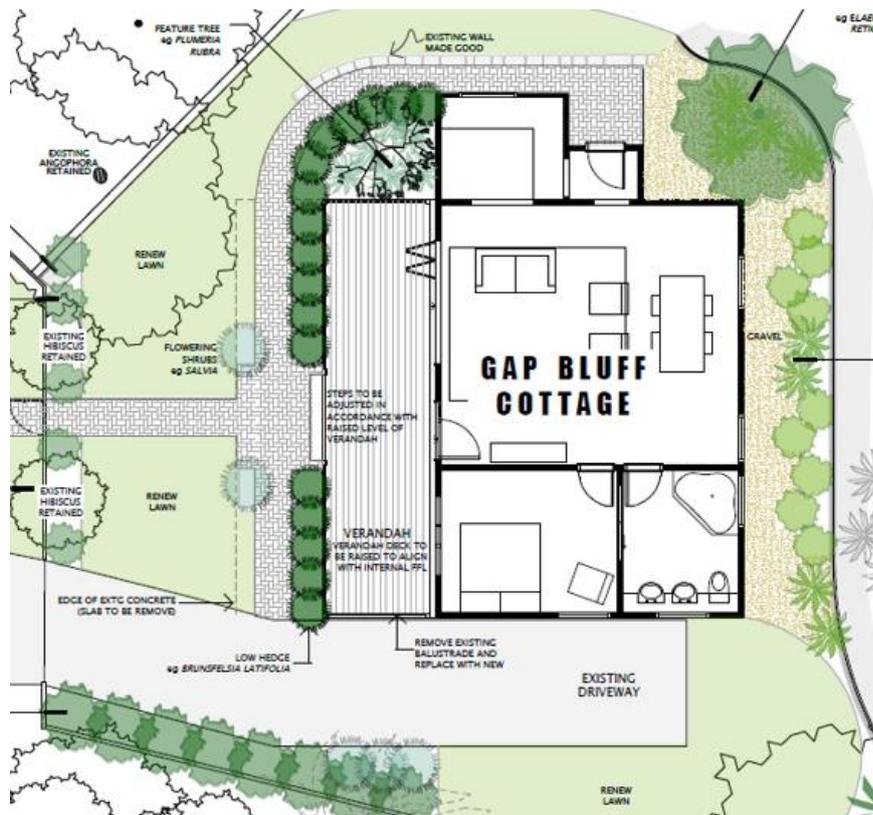
The following diagram depicts service deliveries flows in black and Patron access in red -



Gap Bluff Cottage

This cottage will primarily operate as an accommodation cottage for Brides and Grooms on their Wedding night following their Reception at The Armoury or Officers Mess. The cottage will also operate as the Bridal Suite prior to the Reception if required. Outside of the requirements for wedding events, the cottage will be used for short-term accommodation. By nature of the beauty of the setting, we anticipate that the Bride and Groom may wish to check-in several days ahead of their wedding and may choose to stay several days following their reception, if availability allows. We also anticipate strong interest from out of town wedding invited Patrons.

We do not anticipate any negative traffic, noise or waste impacts from the operation of this cottage.

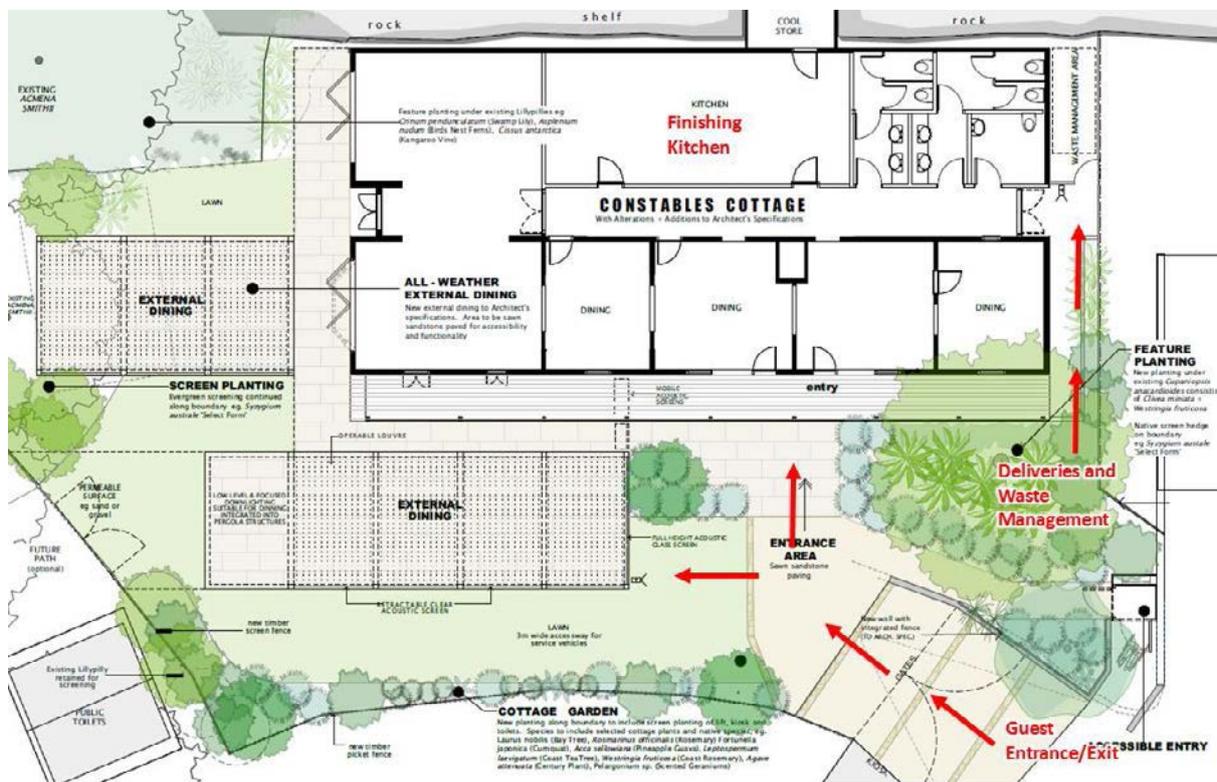


Constables Cottage

Constables Cottage will operate as one of Sydney’s premier beachside Café/Restaurant’s primarily focused on the local residents and beachgoers by day and local residents and diners from the area and wider afield in the evening. Constables Cottage will open for breakfast and lunch from Tuesday through Sunday and for dinner from Tuesday through Saturday.

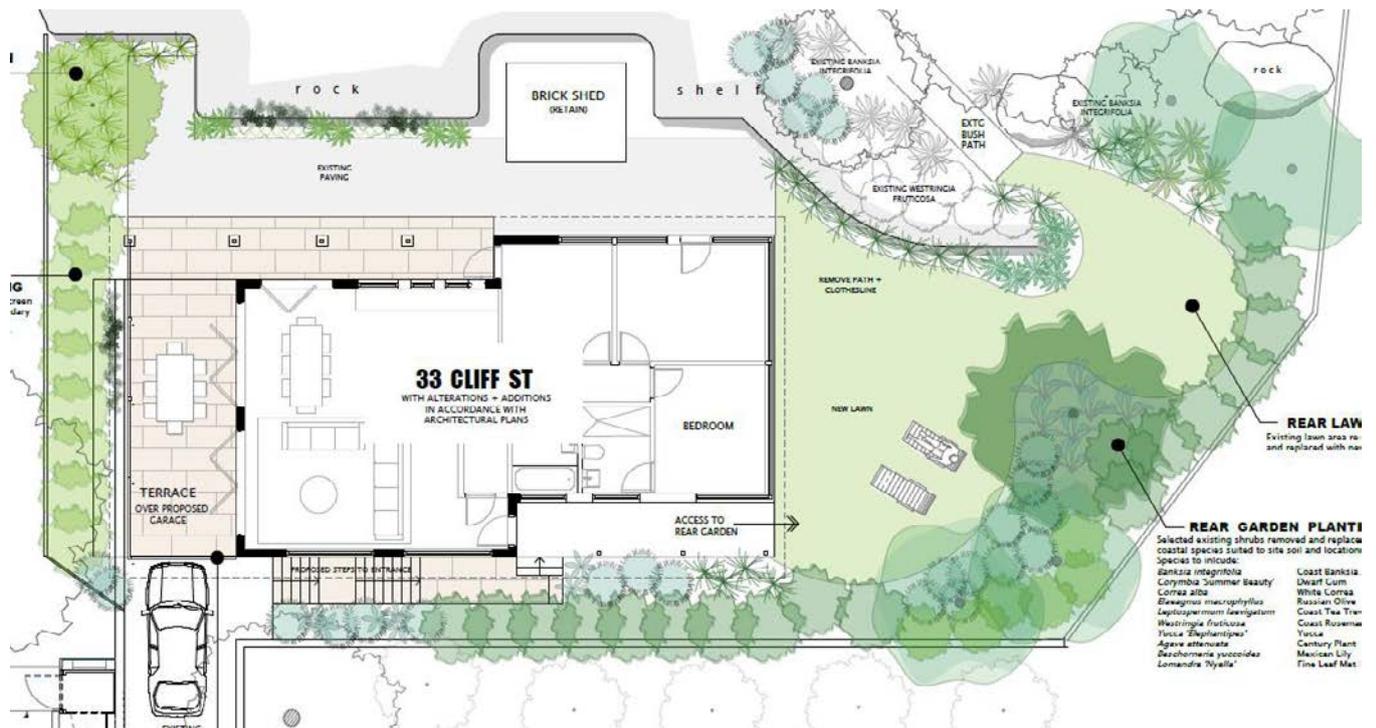
Constables Cottage is intended to be considered an asset to the neighbourhood, frequented by ‘the locals’ as ‘their’ restaurant that others will have to settle for second place, if they can get in at all. An approachable Café style menu will be offered at Breakfast and Lunch mostly featuring snack and share items that are priced to be approachable for beachgoers and walkers alike. The grounds will be opened to allow easy access from Cliff Street and the Public Footpath that leads to South Head. At night, many of the popular items from the lunch menu will be maintained but complemented with more substantial meals focusing on fresh produce specialising in seafood, with daily changing market specials becoming a feature that will appeal to the frequently returning local market.

Quality wines will feature to compliment the food offer but priced to avoid any consideration of Constables Cottage being a ‘special occasion’ restaurant.



33 Cliff Street

This cottage will primarily operate as an accommodation cottage for Brides and Grooms on their Wedding night following their Reception at The Armoury or Officers Mess. The cottage will also operate as the Bridal Suite prior to the Reception if required. Outside of the requirements for wedding events, the cottage will be used for short-term accommodation. By nature of the beauty of the setting, we anticipate that the Bride and Groom may wish to check-in several days ahead of their wedding and may choose to stay several days following their reception, if availability allows. We also anticipate strong interest from out of town wedding invited Patrons. We do not anticipate any negative traffic, noise or waste impacts from the operation of this cottage.



DELIVERIES

Food

Once fully operational, all food produce will be delivered to the 'Loading Dock' of the Officers Mess Production Kitchen as our centralised food production process. The ground floor operations will be capable of receiving all goods-in, despatching all goods-out and complete management of the Waste Process for the Gap Bluff Precinct and Constables Cottage.

All produce will be de-boxed, de-canted, preparation and portioned within the Production Kitchen before being despatched to The Armoury and Constables for cooking will take place at their locations. This will reduce deliveries to the other venues and strictly manage deliver times to ensure the minimum movements possible. Centralising preparation will have very positive outcomes on waste collection, as the majority of waste from Kitchens is packaging, off cuts and trimmings. Some base cooked products will also occur at the Production Kitchen, i.e. Stocks and Sauces creating further advantages by concentrating Trade Waste requirements to the new Kitchen at the Officers Mess. The Production Kitchen will be located within the present structure of the Seminar Suite, which allows good access below the new floor level, enabling the required Grease Arrestor operation and access for removal.

All prepared food will be transported to The Armoury and/or Constables Cottage via a refrigerated Truck, despatched as required from the 'Loading Dock'. Other produce/products will be carried at the same time keeping movements and disruption to a minimum. The Finishing Kitchens located at The Armoury and Constables Cottage will have the added value of requiring less equipment and services as most food will be prepared including stocks and sauces and ready for final cooking just prior to service. This has positive outcomes for utility supply and waste management on both locations. Organic waste in particular will be negligible from The Armoury and Constables Cottage.

Beverages

All Beverage deliveries will be made to the Officers Mess for collation and dispatch to the Armoury and Constables with the food deliveries. The nature of Events allows strict ordering of beverage for specific events without the need for large stock holding. The wine list of Constables will be relatively small equally maintaining low quantities of stock in storage.

Event Equipment

Movements of event equipment and theming products will be carefully managed to ensure minimal disruption and it is envisaged this will only occur within the Officers Mess and The Armoury.

WASTE & RECYCLING MANAGEMENT

Organic Waste/Paper/Containers

A Waste Management Zone will be established at the rear of the Officers Mess adjacent to the access to the Production Kitchen. Rubbish and Recycling will be stored in 660 litre covered disposal bins to manage space efficiently and also allow each bin to be locked. All waste and recycling from The Armoury and Constables Cottage will be collected and managed in this area by our team. All waste from Constables will be transported back to the Officers Mess on the return trip of the daily delivery, minimising movement and noise to the neighbourhood. A service provider will be engaged to collect waste and recycling from the Officers Mess the next morning after each event.

Trade Waste

Trade waste will be mostly managed at the Officers Mess with smaller Grease Arrestors installed at The Armoury and Constables Cottage as required. Trade Waste will be collected on a quarterly basis or as required at approximately 6.00am, 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.

Grease extractor units will be housed on Gap Bluff precinct to ensure all aspects of waste water treatment are completed appropriately, this includes a Sydney Water trade waste permit.

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 Precinct and an On-Premise Licence Restaurant for Constables Cottage is to be lodged with the Independent Liquor & Gaming Authority.

NOISE

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

- 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.
- 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.

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 and control all function held on site. 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 than after they arise, 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.

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 control 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

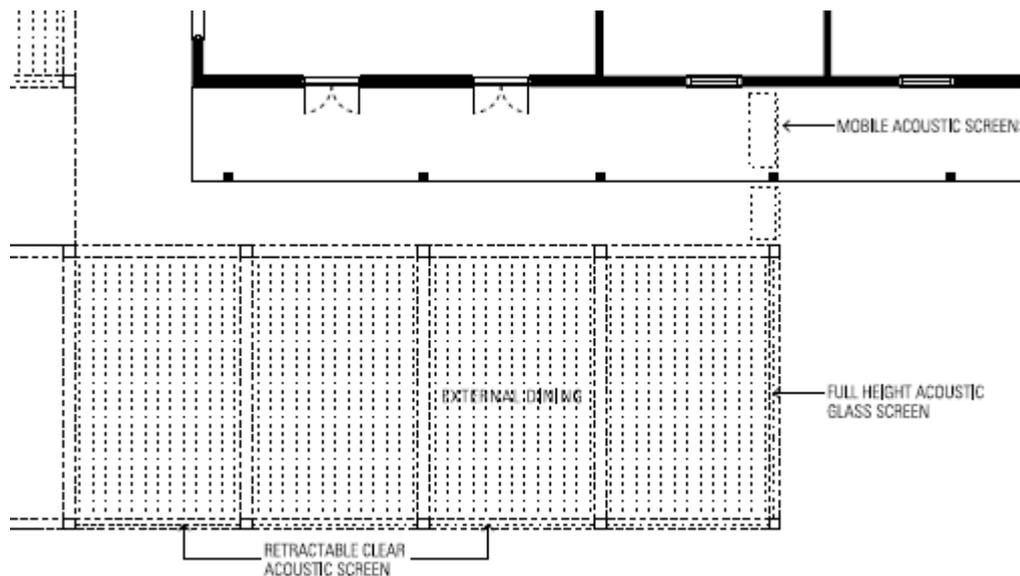
Once the internal noise limit is established suitable monitoring and limiting devices will be set up and calibrated.

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 Blue Unit” thru to the Amplifiers then to the Individual Speakers.
- The Blue Unit is a digital signal processor that controls all the sound in the Pavilion and thru this we compress and limit the sound to within the required limit.
- The attack and the threshold are adjusted with-in the limiter of the blue unit until it is not possible to exceed the required internal sound limits.
- The equipment and setting will located within a locked cabinet and not be accessible to hirers.

Heavy weight PVC blinds will be installed on the balconies of The Armoury that will be lowered at the commencement of the entertainment. The blinds will remain closed for the duration of the event to contain balcony noise.

Heavy weight PVC blinds will be installed as part of the Pergola structures at Constables Cottage that will be closed at 5pm. The blinds will remain closed for the duration of the evening to contain conversational noise. In additional mobile acoustic screens will be positioned to add further acoustic sound proofing, as identified on the following plan.



Readily available contact number for Gap Bluff Hospitality Pty Ltd

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

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

In the event of a noise complaint a staff member will log the details of the complaint noting time, date, contact details, location and the specifics of the complaint within the Noise Complaint Register. The Noise Complaint Register will be available for NPWSWS on request.

A staff member will attend and inspect the general locale in the vicinity of the complaint and carry out noise measurements. Contact will be made at earliest opportunity to the source of the complaint advising of the observations and any controls actions implemented.

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 action that will or has been taken to address any identified noise issues.

SIGNAGE

All requisite 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 Pavilion.

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, The Armoury and Constables Cottage. By nature of the use of Gap Bluff 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 the premises.

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 (Sydney City Licensing Unit) and the OPoM must not be amended without consulting and approval of the NSW Police Force (Sydney City Licensing Unit).**
- (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.

WRISTBANDS USE

For certain events, such as School Formals, University Balls the Venue Manager/Security may issue wristbands to assist in ensuring that Responsible Service of Alcohol.

Patrons are required to provide identification and proof of age before receiving wristband and only the following forms of identification will be accepted:-

A valid driver's licence

A valid passport

A valid RTA proof of age card.

Security will conduct searches of all patrons attending a school formal, where alcohol is not permitted to be served.

There is a RSA Marshall positioned at each bar, when wristbands are in use

A patron will have their wristband marked by bar staff each time they purchase or acquire an alcoholic beverage from the bar. On the request of each alcoholic beverage, the patron is engaged and assessed for intoxication by the bar staff and RSA Marshall.

The maximum number of alcoholic beverages provided during the service period to a patron is 5.

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 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 Darling Harbour 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 Pavilion 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 Darling Harbour 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 50 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 – APPENDIX 1.1

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

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 properties and Constables Cottage.

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 Precinct



Camp Cove 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.

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