

THE GLENMORE HOTEL

THE ROCKS, SYDNEY, NSW, 2000

NOVEMBER 2009

Section 1: OPERATIONAL MANAGEMENT PLAN

Section 2: SECURITY MANAGEMENT PLAN

Section 3: HOUSE POLICY

SECTION 1

THE GLENMORE HOTEL

OPERATIONAL MANAGEMENT PLAN

GENERAL

1. The licensee and management team will, at all times, undertake all due care and attention to ensure that the business activities of The Glenmore Hotel do not cause adverse impacts to the neighbouring areas or residents. In addition, the behaviour of its staff and patrons whilst entering and leaving the premises will be monitored and controlled so as to not cause undue distress and/or disturbance to the surrounding neighbourhood.

2. The licensee and management of The Glenmore Hotel have developed a House Policy (refer Section 3) to ensure management and staff's awareness to their responsibilities concerning the Responsible Service of Alcohol (RSA) and the general operation of the licensed premise.

3. The control of noise and littering as a result of patrons and staff entering and leaving the premises will be the responsibility of the licensee and management.

4. As set out in the Security Management Plan (Refer Section 2), management and members of staff will communicate verbally with patrons when they leave the premises, directing them to leave in a quiet and orderly manner from the main entrance/egress on Cumberland St.

5. As set out in the Security Management Plan below, the licensee and management will not allow patrons to leave the premises with glasses or open bottles.

6. All rubbish will be collected from the new garbage room located at the north-west corner of the property on Cumberland St by private contractor during normal business hours and the management will ensure that the premises and surrounding areas are kept clean at all times.

7. The Plan of Management shall list operating hours. The current trading hours are:

Ground Floor

Hours: 5.00am to 1.00am, Monday to Saturday

Hours: 10.00am to 12.00am, Sunday

First Floor

Hours: 5.00am to 1.00am, Monday to Saturday

Hours: 10.00am to 12.00am, Sunday

Second Floor Rooftop

Hours: 5.00am to 1.00am, Monday to Saturday

Hours: 10.00am to 12.00am, Sunday

8. Approved hours of operation will be displayed throughout the premises and abided by at all times.

9. Closing Procedures:

- Monday-Saturday: last drinks will be served on the Ground, First and Roof Levels at 12.45pm
- Sunday: last drinks will be served on the Ground, First and Roof Levels at 11.45pm

Patrons will be notified of the closing times by management and staff at these times.

SECURITY

1. The licensee and management have implemented security measures and undertake quarterly reviews to ensure that the premise does not cause (or contribute to) security problems in the neighbouring area. This will be done in accordance with the attached Security Management Plan and in liaison with the local area command of the NSW Police.

2. The Security Management Plan below details appropriate levels of security, staff training, uniforms, surveillance, and all other security and response methods deemed necessary for the safe and responsible operation of the premises.

3. The Glenmore Hotel is managed and operated in accordance with this Security Management Plan as approved by The Sydney Harbour Foreshore Authority.

4. A priority of The Glenmore Hotel is to maintain an ongoing working relationship with the Police, The Sydney Harbour Foreshore Authority and the local community through communication and liaison.

5. A highly visible list of emergency numbers are displayed at every phone, at all times.

6. To ensure that directives in the Security Management Plan are adhered to, the entrance and surrounds of the premises are well lit as the licensee deems necessary.

7. Safe transport is readily available and staff will assist in every manner possible.

RESPONSIBLE SERVICE OF ALCOHOL

1. The licensee and management ensure that the premise is run in accordance with the Liquor Industry Code of Practice for the Responsible Promotion of Alcohol Products. In accordance with this, a copy of the code is displayed clearly and made readily available to all members of staff involved in the sale and/or supply of alcohol.

2. All reasonable steps are taken by the licensee and the management to avoid activities that can lead to excessive consumption or abuse of liquor.

3. The licensee and management ensure that all signage required by law is displayed prominently throughout the premises as per the requirements of the Liquor Act 2007.

4. The licensee, management and all staff members have completed the RSA course prior to commencing work at the hotel. A register of certificates of completion is kept on file for viewing by the NSW Police or Office of Liquor, Gaming and Racing special inspector as required.

5. The licensee and management do, in accordance with current legislation, encourage patrons to drink responsibly and ask patrons to leave if they show signs of intoxication, disorderly, violent or quarrelsome.
6. By refusing entry to intoxicated people entering the premises having come from other venues, incidences such as those listed above will be minimised.
7. Low alcohol beer and non-alcoholic beverages is available at all times when full strength liquor is available.
8. Food is made available whenever liquor is consumed, as far as reasonably required.
9. All requirements of the Liquor License will be met.

COMPLAINT RESOLUTION

1. The licensee and management have implemented a complaints handling policy to properly address complaints from neighbours or other people in surrounding areas. This policy seeks to resolve any complaints without the involvement of The Sydney Harbour Foreshore Authority or the NSW Police Force. These include:

- Maintenance of a log book which logs the date, time and nature of all complaints, name and address of complainant, details of all communication between management and complainant, actions proposed to address complaint and the date and time the action is undertaken;
- All complaints will be responded to by the management within 2 working days;
- Measures taken to address complaints will be incorporated into the operational management plan to ensure repeat complaints are not received;
- The licensee and management will be available to meet with complainants at any time to work towards resolving any reasonable concerns that are raised; and
- Provision of a telephone number during trading hours on which management personnel with appropriate authority over the premises can be contacted upon there being a complaint. Complainants will be encouraged to make any complaints to that number. The phone number will be made available to all occupants within a reasonable distance of the premises.

MAJOR EVENT DAYS

1. There are ten or twelve days throughout the year that are considered to be major event days from an operations point of view. These include Melbourne Cup and New Years Eve and other days of similar community importance. The Licensing Police stipulate very tight conditions in regards to controlling numbers and large crowds. At all times the Hotel's management will ensure the premises is run in accordance with the Hotel License and with the requirements of the Licensing Police. The Licensee and management will at all times abide any instructions provided by the Licensing Police should they deem a course of action necessary.

NOISE AMELIORATION

1. The management of The Glenmore Hotel control and monitor noise emitted from the building to ensure that the premises at all times complies with Licence conditions.

It is intended that the amenity of the neighbourhood will not be adversely affected by noise generated on the premises.

2. Entertainment within the premises is to be limited to background music at all times. This music will be controlled by management via a computerised system which is housed in an office area. All background music will cease at 12.45pm Mon-Sat and 11.45pm on Sunday.

3. All deliveries and collections to the premises will be undertaken on the Cumberland St frontage via the new garbage room and between the hours of 7am and 6pm during the hotel's day time trading hours.

4. Management will supervise patron behaviour outside the premises to ensure that patrons enter and exit the premises in an orderly manner and do not create undue noise. In addition management will be responsible for advising patrons leaving the premises to do so quietly.

USE OF EACH LEVEL

1. The Basement shall continue to be used predominantly as a back-of-house area including cellar, coolrooms, storage, laundry and staff offices and changeroom. In addition it is proposed to include a new disabled compliant toilet (one only serving the entire building) and female toilets serving the ground floor.

2. Ground Floor shall continue to be a mix use including casual dining, bar & drinking space, gaming, storage and the restaurant kitchen. There will also be a take away food available to patrons at all times whilst the hotel is trading.

3. The First Floor will consist predominantly of private lounge / dining rooms (serviced by wait staff), a small bar area, finishing kitchen and storage and male and female amenities.

4. The Second Floor Rooftop will consist of new kitchen and small bar with an open terrace (with retractable roof) accommodating a majority of casual dining patrons.

REVIEW

1. This Operational Management Plan will be reviewed at least every 12 months and prior to the submission of any new development application to the appropriate approval body.

2. This Operational Management Plan will be supplied for change of licensee and shall be updated by any new licensee and a copy provided to the Sydney Harbour Foreshore Authority.

SECTION 2

THE GLENMORE HOTEL

SECURITY MANAGEMENT PLAN

1. All security personnel employed on site will be required to hold a current security licence and will be clearly identifiable by the wearing of appropriate uniforms.
2. All security personnel will be trained in First Aid prior to commencement of their employment on site and all First Aid training will be kept up to date at all times.
3. Management will assist security personnel whenever necessary.
4. Management will at all times ensure that all people entering and leaving the premises and area do so in a manner that respects the nature of the surrounding locality. When premises are cleared both security and management will ensure this is undertaken in a safe and orderly manner through direction of, and the provision of assistance to, patrons.
5. On special occasions or when deemed necessary by the licensee and management, additional private security staff will be employed to ensure that the behaviour of Patrons entering and leaving the premises does not affect the amenity of the neighbourhood.
6. When necessary as deemed by the licensee, all measures will be taken to ensure extra security be obtained and rostered on.
7. The licensee and security personnel shall respond and keep a register of all complaints and responses made in respect of the premises. The register is to be made available to the Council and the NSW Police Service.
8. Fire extinguishers will be located at various points within the premise which are highly prominent and easily accessible. All staff will be trained in the usage of these safety devices.
9. Patrons will not be permitted to leave the premises with any glass or open bottles on their person.
10. Management and security will ensure that all fire escapes and stairways are kept clear of person(s) and/or objects at all times.
11. Management and security will ensure that areas surrounding the premises are monitored on a continual basis.
12. After the completion of each business day, a complete patrol will be conducted of the area surrounding the premises to ensure the premises is secure and all rubbish etc. is cleared.
13. Illegal substances are just that – *illegal* and as such are ***prohibited***. The use of illegal substances by ***ANY person(s)*** will not be tolerated on or near the premises whatsoever. If detected, persons will be dealt with on a “zero tolerance” basis, detained by security and the police immediately called.

14. The licensee will continue to submit a proposal to the relevant bodies to obtain permission to erect temporary physical barriers at the entrance point to the hotel for major event days and the like, to ensure the safety and well being of patrons. This will enable patrons to easily identify the boundary of the premises and will ensure the safety of all community members in the vicinity.
15. The licensee and management will implement Responsible Gaming measures in accordance with current legislation upon applications being granted.
16. All bar staff will have completed an accredited Responsible Service of Alcohol Course as outlined by the AHA NSW and lectures will be continually conducted to ensure that RSA standards are adhered to.
17. All staff and management will use best endeavours to promptly remove glass on the premises once the product is consumed.
18. All emergency exit signs will be highly visible and easily identifiable to all patrons and staff.
19. All staff will be fully briefed on all areas inside the premises, emergency exiting procedures and the surrounding area.
21. All staff will be required to wear the appropriate footwear and when necessary the correct safety clothing.
22. A First Aid Box will be located on the premises at all times and will be readily available to all staff and patrons.
23. All staff will actively participate in communicating with security and management to ensure an early detection of any problems arising.
24. Security and if reasonably required, management will communicate via two-way radios.
25. The premises shall operate in accordance with the approved security management plan at all times.

SECTION 3

THE GLENMORE HOTEL HOUSE POLICY

INTRODUCTION

This policy has been prepared to enhance The Glenmore Hotel's management and staff awareness of their responsibilities concerning the responsible service of alcohol including, but not limited to:

- Prevention of intoxication on the licensed premises;
- Harm Minimisation;
- Signs of intoxication; and
- Strategies for prevention and management of intoxicated patrons.

The Glenmore Hotel is committed to the "Responsible Service of Alcohol" which has been identified as a key issue by the NSW Government in the context of the NSW Drug Strategy 1993 – 1997. Misuse of alcohol is a public health and safety issue. It contributes too many problems in the community ranging from street and domestic violence to the trauma of road fatalities. Increased community concern around the State has highlighted the need for the promotion of responsible serving practices and associated training. Responsible Service Practices is a term that covers both the House Policies and practices, which ensure that service of alcohol:

- Complies with the law;
- Helps staff deal with problem customers;
- Maximises the profitability and good name of the establishment.

EMPLOYEE'S RESPONSIBILITIES

Licensees and employees have a statutory responsibility to ensure that patrons do not become intoxicated on their premises and to prevent such patrons from entering or remaining on licensed premises. Although none of these situations are easy to deal with, management and staff must, at times, deal with problem customers who may:

- Be loud and abusive;
- Be too drunk to drive;
- Not care for themselves or others.

It is therefore very important to have policies and practices in place to prevent intoxication.

RESPONSIBLE SERVICE OF ALCOHOL STRATEGIES

Observations and Signs of intoxication:

To determine intoxication it is necessary to firstly have a reference point. Staff need to make an assessment of whether alcohol has been consumed prior to arrival at the premises. If none has, then the behaviour of people when they arrive can be used as a reference point. Staff should observe and note the appearance and condition of the patron sold or supplied with liquor, as well as the period of time the patron has been consuming liquor on the premises.

This assessment needs to consider that:

- Everyone is different; and
- Physical factors such as weight, sex, height, age, health and fitness all affect the body's ability to absorb alcohol and remove it from the bloodstream.

Adopting a House Policy

The Glenmore Hotel's House Policy is a framework within which the business operates by outlining practices, procedures and conditions. It serves to guide the behaviour of staff to assist in serving liquor responsibly and to deal with difficult situations when they arise. When serving liquor, the following should be kept in mind:

- Do not serve liquor to anyone who is under age;
- Recognise the signs of intoxication;
- Try not to serve anyone to the point of intoxication;
- Do not serve anyone who is already intoxicated;
- Try to discourage people from engaging in activities that can harm themselves or others; and
- Prevent drink driving.

Approaches to Adopt for Management of Intoxicated Persons

A tactful approach should always be employed to remove intoxicated persons from premises. These may include:

- Communication with the patron outlining any concerns followed by continual observation;
- Informing patrons of your legal obligations regarding the service of liquor;
- Seeking assistance from the patron's friends;
- Intervening tactfully and peacefully;
- Consulting with the manager on duty or more experienced staff members and seeking their assistance;
- Avoiding touching the patron;
- Offering to arrange safe transportation from the premises;
- Remaining calm and courteous at all times.

Conclusion

It is imperative that all staff members have the knowledge and expertise to encourage Responsible Serving practices and be aware of the necessity to implement strategies to prevent intoxication occurring. By ensuring that staff are supported in preventing intoxication and underage drinking it will ensure that patrons and employees enjoy a friendly and safe environment.