

Heathcote Hotel

Proposed Operational Plan of Management

1 VENO ST,
HEATHCOTE NSW
2233

June 2024



Contents

1	Introduction	4
1.1	Background	4
1.2	Future Operator	4
1.3	Implementation.....	5
1.4	Objectives of Plan of Management	5
2	Site Details.....	5
2.1	Site Location & Description	5
3.1	Hours of Operation	7
3.2	Capacity.....	8
4	Daily Venue Operation.....	8
4.1	Patron Access / Egress	8
4.2	Air-Conditioning.....	8
4.3	Deliveries and Loading / Unloading.....	8
4.4	Type of Alcoholic Beverages.....	9
4.5	Food Preparation and Processes	9
4.6	Take Away.....	9
4.7	Number of Staff.....	9
4.8	Use of Balconies & Outdoor Areas.....	9
4.9	Bathrooms	9
4.10	Staff Facilities.....	10
4.11	Waste	10
5	Site Management.....	10
5.1	General Amenity.....	10
5.2	Incidents & Complaints Register.....	10
5.3	Signage.....	11
5.4	General Maintenance.....	12
5.5	Crime Scene Preservation	12
6	Policies.....	12
6.1	Responsible Service of Alcohol (RSA).....	12
6.2	Sutherland Liquor Accord	13
6.3	Smoking Policy	13
7	Security.....	14
7.1	Security Staff	14
7.2	CCTV	14
8.1	Noise Attenuation	15

9.1	Crime Prevention Measures.....	16
10.1	Fire Safety Measures.....	17
11.1	Emergency Evacuation Procedures.....	17
13.0	Amendments to this Plan.....	20

Figure 1	– Site Analysis showing the Subject Site	2
Figure 2	– Sydney Trains Heathcote station (Heathcote Hotel outlined)	3
Figure 3	– Ground Floor Plan	5

Tables

Table 1	– List of Commitments
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Appendices

A	Crime Scene Preservation Guidelines	<i>NSW Police Force</i>
B	Liquor Promotion Guidelines	<i>Liquor and Gaming NSW</i>
C	Intoxication Guidelines	<i>Liquor and Gaming NSW</i>

1 Introduction

The purpose of this Operational Plan of Management is to establish performance criteria for the various aspects informing the operation of the Heathcote Hotel at 1 Veno St, Heathcote NSW 2233. This Operational Plan of Management has been prepared having regard to the relevant matters under the *Environmental Planning and Assessment Act 1979* (EP&A Act), the *Liquor Act 2007* and any relevant Regulation under that legislation.

Name of licensed premises:	Heathcote Hotel
Licence No:	TBC
Address of Premises:	1 Veno St, Heathcote NSW 2233
Type of Liquor Licence:	Hotel License
License Authorisations:	Intermediate Area Authorisation
Business Owner:	TBC
Licensee:	TBC
Licensee Contact No.:	TBC

1.1 Background

The Heathcote Pub has been operating on the current 1 Veno St site for over 30 years.

The Pub operates 7 days a week and has 8 adjoining motel rooms and a drive-through bottle-shop.

The new Heathcote Hotel can be described as being:

- A single storey Hotel with a gross floor area of approximately 1109 m², accommodating:
 - Bar and bistro areas;
 - Gaming room
 - Sports bar and TAB;
 - Back of house facilities and WC; and
 - Outdoor terraces
- Three illuminated signs on the building exterior;
- Loading Dock located on the Ground Floor.

1.2 Future Operator

DK Heathcote Pty Ltd are seeking consent for the Heathcote Hotel, which will then be sold to a future owner and/or operator. They will be bound by the provisions of the Operational Plan of Management and development consent.

1.3 Implementation

The Heathcote Hotel has and will follow the following rules of operation at all times:

- (a) Comply with all regulatory approvals (Development Consent and Liquor Licensing);
- (b) Comply with its House Policies (Emergency and Evacuation Procedures, RSA, Cash Handling and the like); and
- (c) Ensure compliance with this Operational Plan of Management.

1.4 Objectives of Plan of Management

The objectives of the Operational Plan of Management are to assist the operator's aims to:

- (a) Establish the performance criteria for the operation of the Heathcote Hotel;
- (b) Provide a familiar guide to all staff involved with the sale of liquor at the Heathcote Hotel;
- (c) To ensure that the future operator of the Hotel complies with the operational requirements of the Environmental Planning and Assessment Act 1979 and the Liquor Act 2007; and
- (d) To ensure that the future operator of the Hotel has regards to the rest of the Heathcote precinct. All Hotel staff shall be made familiar with this plan.

A copy of this Operational Plan of Management, Development Consent and Liquor Licence shall be available on site at all times and immediately produced for inspection, upon request by NSW Police, Liquor and Gaming NSW or Council Officers.

2 Site Details

2.1 Site Location & Description

The site is located at 1 Veno St, Heathcote NSW 2233.

The Heathcote Hotel site is located at the Eastern side of the block on the Princes Highway frontage.

Access to the site is via Veno Street, with 89 public car parking spaces proposed on the first-level of underground basement.

Figure 1 – Site Analysis showing the Subject Site

Source: Dickson Rothschild Architects

The Heathcote Hotel is currently located adjacent to Heathcote town centre, with a range of services including supermarket, commercial, community facilities and residential components.

Heathcote is services via the Sydney Trains network via Heathcote train station, a 3 minute walk from the hotel

There are limited pubs and clubs within the locality including:

- Club Heathcote RSL – 350m
- Engadine Tavern – 2.5km
- Club Engadine RSL – 3.0km
- Engadine Bowling Club – 3.7km

In compliance with the Liquor Act and the Miscellaneous Hotel Licence Conditions, food consistent with the responsible service of alcohol will be available at the Heathcote Hotel whenever liquor is sold for consumption on the premises. The Heathcote Town Centre also includes a range of food options.

The following operational policies will be applicable for the operation of the Hotel:

3.1 Hours of Operation

The Heathcote Hotel is currently permitted to trade between the following times:

Monday – Saturday:	10:00am – Midnight
Sunday:	10:00am – 10:00pm

The proposed Heathcote Hotel requests trade at the following times:

Monday – Saturday:	5:00am – Midnight
Sunday:	10:00am – 10:00pm

The licensee may seek extended trading hours for special events if authorised by an extended trading authorisation. Trading must cease at the time specified under the authorisation.

Fifteen minutes prior to the closure of outlets during trading hours, the following pre-closure must occur:

- (a) Liquor sales must cease;
- (b) Music shall be turned down;

- (c) Lighting will be turned on as a way of indicating shutdown; and
- (d) Announcements made to patrons through staff that the Hotel is preparing to close and that patrons should leave quietly, safely and respect the needs of nearby residents not to be disturbed.

3.2 Capacity

The capacity of the Hotel is limited to 200 persons including patrons, staff and security.

4 Daily Venue Operation

4.1 Patron Access / Egress

The internal floor space is serviced by two points of entry. This is to service a floor space that with two distinct areas, being the bistro/bar area and the sports and gaming lounge.

The main entry is located on the north-west corner of the premises, opposite the bistro and bar.

Secondary entry is located on the southern face of the premises. This secondary access point can also be used as a main exit point from the premises in the evenings to minimise noise.

A third egress point is located on the western face of the premises. This door will provide emergency exit only to patrons and staff. No entry will be allowed through this door.

Separate secure staff entry is located on the southern face of the premises providing direct access to the back of house areas and the kitchen.

4.2 Air-Conditioning

The licensee will operate air-conditioning within the Hotel, when necessary, in order to maintain an optimum temperature for patron comfort.

4.3 Deliveries and Loading / Unloading

The licensee shall endeavour to ensure that deliveries are to be made between 7am and 7pm wherever possible.

All deliveries are to occur via the dedicated loading dock. The loading dock doors will remain closed when not in use. An alarm will be incorporated into the loading dock to alert pedestrians

when vehicles are moving out of the loading dock area.

4.4 Type of Alcoholic Beverages

The Heathcote Hotel will serve a variety of alcoholic and non-alcoholic beverages including beer, cider, wine and spirits. Light beer and non-alcoholic beverages shall be available at all times when full strength liquor is available.

Free drinking water shall be provided at all times when liquor is available.

4.5 Food Preparation and Processes

Preparation of food as part of the operation of the bistro will occur in the commercial kitchen space.

4.6 Take Away

Take away food will be offered from the window on the western façade, offering a service to the passers-by. This takeaway will be dependent on the type of food offered and the future operator of The Heathcote Hotel.

The takeaway sale of alcohol will also be offered at the Heathcote Hotel.

4.7 Number of Staff

Approximately 25 staff will be onsite at any given time.

4.8 Use of Balconies & Outdoor Areas

The Heathcote Hotel incorporates two separate balcony spaces, overhanging the marina. The two balconies will operate in accordance with the permitted hours of operation (as set out in **Section 3.1**). The glazed operable panels on the balcony adjacent to the bistro area (Bistro Balcony) will close at 10:00pm every night to mitigate any potential noise impacts.

The outdoor dining area, adjacent to the main entry, will incorporate tables and chairs outside of the Hotel. This area will be closed at 8pm; with patrons being moved inside by 8:00pm at the latest.

4.9 Bathrooms

Patrons will be provided access to centrally located sanitary facilities on the ground floor of the

Hotel. They are located in the centre of the floor area, allowing access without passing through sports bar for patrons of the bistro, and vice versa.

Staff bathroom facilities are provided back of house in the basement area.

4.10 Staff Facilities

Staff will be provided with changing rooms, toilets and a laundry in the basement of the building.

4.11 Waste

All waste generated on site will be disposed of appropriately within the waste room. The waste room, which adjoins the loading dock, allows for easy of access for the private contractor to collect the waste via the loading dock. Specifically, the contractor and licensee will ensure that waste is collected in accordance with the development consent and the Waste Management Plan.

5 Site Management

5.1 General Amenity

- (a) At all times, the licensee of the Heathcote Hotel shall consider the amenity of its neighbours and shall take all reasonable measures to ensure that any adverse impacts on the amenity of the surrounding area are mitigated.
- (b) The Hotel shall be operated in such a manner as not to adversely interfere with, or materially affect the operation of nearby businesses and/or residents.

5.2 Incidents & Complaints Register

Details of any incidents listed below that occur on site, or complaints made by patrons of the venue must be recorded in the venues complaints and incidents register. This includes details of the following:

- (a) Any incident involving violence or anti-social behaviour occurring in the Hotel;
- (b) Any incident of which the licensee or manager is aware, that involve violence or anti-social behaviour occurring in the immediate vicinity of the Hotel and that involves a person who has recently left, or has been refused admission to the Hotel;
- (c) Any incident where security makes forcible physical contact with, or physically restrains, a member of the public;
- (d) Any person who is restrained by security or, refused entry to the premises:
 - i. For being intoxicated, indecent, violent, quarrelsome or disorderly;

- ii. Whose presence on the licensed premises renders the licensee liable to a penalty under the Liquor Act;
 - iii. Who smokes within an area of the Hotel that is a smoke-free area; or
 - iv. Who uses, or has in his or her possession, while in the Hotel any substance suspected of being a prohibited drug.
- (e) Any person who is turned out of the premises:
 - i. For approaching intoxication, being violent, indecent, quarrelsome or disorderly;
 - ii. Whose presence on the licensed premises renders the licensee liable to a penalty under the Liquor Act;
 - iii. Who smokes within an area of the Hotel that is a smoke-free area; or
 - iv. Who uses, or has in his or her possession, while in the Hotel any substance suspected of being a prohibited drug.
- (f) Any incident that results in a patron of the Hotel requiring medical attention;
- (g) Any incident that occurred whether in the Hotel or in the immediate vicinity, which have involved the committing of a crime, or required the intervention of security;
- (h) Any complaints made directly to the management or staff of the Hotel by patrons, local residents or business people, about the operation of the Hotel or the behaviour of its patrons; and
- (i) Any visits by any NSW Police Officers, Liquor and Gaming NSW Special Inspectors and Council Officers noting their agencies or departments, reasons for the visits and results of the visits.

The following details of complaints made to the Hotel are to be recorded in the incident register:

- (a) Date and time of the incident;
- (b) Nature of the complaint;
- (c) Address and contact details of the complainant;
- (d) Any actions proposed to deal with the complaint;
- (e) The actions taken and the time and date when that was reported to the complainant;
- and
- (f) Any follow up actions undertaken by the licensee and/or management.

The Incident Register will be made available for inspection by the Council, NSW Police and Liquor and Gaming NSW at all times.

5.3 Signage

The licensee shall ensure that:

- (a) All signage required under the Liquor Act 2007 and Regulation, shall be displayed and maintained in a prominent position, in accordance with those legislative requirements

including:

- (b) Signage notifying patrons that CCTV is used on premises will be located at the entrance of the Hotel.
- (c) Signage requesting patrons to depart the Hotel having regard to the amenity of nearby residents.

5.4 General Maintenance

A maintenance schedule will be developed by the licensee of the Heathcote Hotel. This will ensure that the premises is kept in a clean and tidy condition and regularly maintained.

A maintenance register should be kept to ensure that any issue is rectified as quickly as is reasonably possible. This maintenance register will be available to all staff, to note any new or ongoing maintenance issues. Incorporated within the register will be the documentation of action and responsible persons tasked with rectifying maintenance issues. A prompt response to maintenance issues will be prioritised.

5.5 Crime Scene Preservation

The licensee shall, immediately after becoming aware of an incident involving an act of violence causing an injury to a person in the Heathcote Hotel, must implement the crime scene preservation as per the attached Crime Scene Preservation Guidelines attached at **Appendix A**.

6 Policies

6.1 Responsible Service of Alcohol (RSA)

All staff involved in the sale and/or service of alcohol must have completed an accredited Responsible Service of Alcohol (RSA) Course.

The following operational policies for the Responsible Service of Alcohol shall apply:

- (a) All staff involved in the sale and supply of liquor or security shall have first completed an approved course in the Responsible Service of Alcohol NSW (RSA);
- (b) All staff are required to have on their person at all times while they are working, their RSA Competency Card. Failing to produce your RSA Competency Card if request by the Police or Liquor and Gaming NSW Special Inspector may result in a fine;
- (c) All staff are to undertake an active approach to reducing intoxication before it occurs;
- (d) The licensee shall not engage in any liquor promotion that is likely to promote the irresponsible service of liquor;

- (e) Any person who is intoxicated shall not be served alcohol;
- (f) Any person who is intoxicated shall be denied entry to the Hotel;
- (g) The licensee will not permit intoxication, indecent, violent, quarrelsome or disorderly conduct by patrons in the Hotel. Any person causing such a disturbance shall be refused service and asked to leave. Any patron whose behaviour is either extreme or repeatedly objectionable may be barred from entering the Hotel for a period determined by the licensee;
- (h) No person under the age of 18 shall be permitted to the Hotel, unless it is to a designated dining area or an area the subject of a minors area authorisation. Production of photographic identification will be required where age is an issue. The only acceptable proofs of age are:
 - i. A driver's licence;
 - ii. Keypass Identity Card issued by Australia Post;
 - iii. RMS photo ID card;
 - iv. A proof of age card; or
 - v. Current passport.
- (i) Low alcohol beer and non-alcoholic beverages shall be available at all times when full strength liquor is available.
- (j) Free drinking water shall be available at all times when liquor is available;
- (k) Food consistent with the responsible service of alcohol shall be available at all times whenever alcohol is available for consumption in the Hotel;
- (l) The licensee will arrange for taxis to collect any patron from the Hotel, if requested;
- (m) All liquor promotions provided at the Hotel shall be in accordance with the Liquor Promotion Guidelines (**Appendix B**) as issued by Liquor and Gaming NSW.
- (n) Staff are not permitted to consume alcohol during work hours.

Note: A person is to be considered intoxicated if the person's speech, balance, co-ordination or behaviour is noticeably affected and it is reasonable in the circumstances to believe that the affected speech, balance, co-ordination or behaviour is the result of the consumption of liquor. Refer to the attached Identification of Intoxication Guidelines (**Appendix C**).

6.2 Sutherland Liquor Accord

The Licensee will maintain an active membership in the local liquor accord. This may include promoting liquor related programs developed by the Sutherland Shire Liquor Accord.

6.3 Smoking Policy

Smoking is not permitted in any internal areas of the Heathcote Hotel, other than the smoking gaming room (which complies with the provisions of the Smoke Free Environment Act, 2001).

Smoking is not permitted in any outdoor area where food is permitted to be consumed. Likewise, the consumption of food is not to be permitted in any area designated as a smoking area.

7 Security

7.1 Security Staff

The licensee will ensure that security staff conduct themselves in following manner:

- (a) Be dressed in a readily identifiable manner with a batch and lettering displaying 'SECURITY' on the front of their clothing so that they are visible to patrons;
- (b) Security must display security licensing identification on their person;
- (c) The licensee will maintain at least one security officer at, or near, the main entrance of the premises at all times when the Heathcote Hotel provides entertainment;
- (d) All security staff shall be deployed with two-way radios;
- (e) They are to prevent any person, detected as intoxicated, entering the Hotel and bring notice of the licensee or manager, any person on the Hotel who might be considered to be in, or approaching, a state of intoxication;
- (f) Prevent patrons leaving the Hotel with glasses or any alcoholic drinks;
- (g) Monitor patrons behaviour in, and in the vicinity of, the Hotel until all patrons have left, taking all practical steps to ensure the quiet and orderly departure of patrons;
- (h) Collect any rubbish in the vicinity of the Hotel that may be associated with the Hotel;
- (i) Co-operate with the NSW Police during site inspections;
- (j) Patrol the interior of the Hotel;
- (k) Patrol the exterior (immediate surrounds) of the Hotel;
- (l) Patrol all toilets, at random intervals, notifying the licensee or management of any suspected illegal activity, or if the toilets need attention in regard to cleanliness;
- (m) In the event of an incident, clearly identify themselves as security belonging to the Hotel and attempt to rectify the problem;
- (n) Apply a 'hands off' policy. Patrons are only to be asked to leave at the direction of management and forced removal must only occur at the direction of management and with reasonable force;
- (o) Make a written note with details of any incidents in the Hotels Incidents and Complaints Register, as required by this Operational Plan of Management, which is to be transcribed to the Incident Register as soon as practicable.
- (p) Fill in a time sheet (with start and finish times). Access to the sign on sheet shall be provided to NSW Police Officers on request.

7.2 CCTV

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

- (a) A camera must be located at all public entrances to the Hotel and positioned to record any person entering.
- (b) In addition, CCTV camera must be maintained throughout the Hotel 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. Toilet external entrances;
 - iii. All public accessible areas within the Hotel excluding toilets;
 - iv. Outdoor areas;
 - v. Cash handling areas; and
 - vi. Towards the car park from the perimeter of the Hotel.
- (c) Recordings must:
 - i. be in digital format;
 - ii. be recorded at a minimum of six frames per second
 - iii. commence one (1) hour prior to opening and operate continuously until at least one (1) hour after closure.
- (d) 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.
- (e) Recordings shall 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.
- (f) When the Hotel is open and trading, the Duty Manager shall be capable of accessing the CCTV system to immediately review recordings.
- (g) Immediate access to the CCTV system and the ability to review recordings on the system is to be granted to the NSW Police, Liquor and Gaming NSW Inspectors or other regulator officers upon request to investigate an offence or alleged offence. Copies of CCTV footage shall be produced on request or within a reasonable time of such a request.

8.1 Noise Attenuation

The Heathcote Hotel will be managed to minimise the potential of causing a nuisance, or an offensive noise as defined in the *Protection of the Environment Operations Act 1997* to adjoining properties or the public. The licensee and/or shift manager will be aware of the acoustic responsibilities of the Heathcote Hotel, including:

- (a) Management of patron capacities (in accordance with **Section 3.3**);
- (b) Closure of outdoor dining area, adjacent to the main entry at 8:00pm;
- (c) Closure of the operable panels on the bistro balcony at 10:00pm every night to mitigate any potential noise impacts; and
- (d) Limiting of music noise levels by electronic means; and

- (e) Signage located near exits making patrons aware of the close proximity to residences and the need to keep noise to a minimum.

9.1 Crime Prevention Measures

The Operational Plan of Management seeks to implement key management and maintenance provisions that reinforce the recommendations of the Crime Prevention through Environmental Design (CPTED) report as prepared by Ethos Urban, including:

Lighting and Technical Supervision

- (a) CCTV coverage will continually operate in a manner outlined in **Section 7.2**;
- (b) CCTV footage should be stored for a minimum of 30 days.
- (c) Signage, furniture and equipment will be located to ensure that they do not interfere with CCTV coverage.
- (d) As much as possible, lighting will remain consistent in specific areas, such as entrances, key thoroughfares, back-of-house areas, within the bars and point-of-sale (POS) areas, stock and gaming rooms.

Territorial Reinforcement

- (a) The physical display of relevant licences at the building's primary entry to ensure clarity of ownership.

Environmental Maintenance

- (a) Maintenance procedures must be implemented in accordance with **Section 5.4**.
- (b) Ensure that a thorough and prompt response to environmental maintenance is prioritised in future reviews of the Operational Plan of Management.

Activity and Space Management

- (a) This Operational Plan of Management is to be reviewed and updated as deemed necessary by the licensee, with the approval of Sutherland Shire Council, from whom consent shall not be unreasonably withheld. Copies of the updated Operational Plan of Management are to be sent to Sutherland Shire Council and NSW Police.
- (b) Ensure public access to the Heathcote Hotel is in-line with the approved operating hours.
- (c) Ensure appropriate security personnel are engaged at all times during times of operation.

Access Control

- (a) Roller doors to the loading dock should not remain open without reason. Access to

the loading dock should only be provided at times of loading.

- (b) Physical access control, by way of standard locking mechanisms is considered appropriate in securing the public entries to the Hotel.

Design, Definition and Designation

- (a) The operator should endeavour to ensure that patrons do not cause conflict within the immediate surrounds, by operating within the conditions of the liquor and gaming licenses required for operation.

10.1 Fire Safety Measures

The following fire safety measures shall be put in place and maintained by the licensee:

- (a) The licensee shall ensure that all essential fire safety services are certified annually and remain in good working order at all times.
- (b) All staff will be made aware of the fire safety systems that exist within the Heathcote Hotel, and will be given training on the procedures to be followed in the event of a fire.
- (c) The Annual Fire Safety Statement (AFSS) will be displayed to the public in a prominent location within the Hotel;
- (d) The licensee will conduct an internal monthly fire services audit to ensure that all essential services remain in working order.
- (e) In the event of any malfunctioning fire safety service, the licensee will ensure that it is rectified as soon as possible.

11.1 Emergency Evacuation Procedures

In the case of any emergency, the following procedure will be undertaken to ensure the safe evacuation of the premises:

- (a) Shift managers will act as fire wardens;
- (b) If the incident cannot be contained then the Wardens are to call the fire brigade;
- (c) Wardens will then order an evacuation of the Heathcote Hotel;
- (d) Staff will be trained to ensure all patrons exit the premises in an orderly manner;
- (e) Evacuation of the building will occur via the designated fire/emergency exits;
- (f) Patrons will be directed towards the public car park, being the designated assembly area, to move safely away from any incident in the Hotel;
- (g) At the assembly area; the fire warden will account for people from the building (as best as possible); and
- (h) In the event of an evacuation, patrons and staff will be advised to take only what is necessary.

The Commitments of this Operational Plan of Management and the relevant responsible officer can be summarised in the following manner:

Table 1 – List of Commitments

Measure		Comments	Timing	Responsibility
Site Management	Hours of Operation	Monday – 5:00am – Midnight Saturday: 5:00am – Midnight Sunday: 10:00am – 10:00pm	Ongoing	Licensee
	Noise Controls	<ul style="list-style-type: none"> The glazed operable panels on the balconies will close at 10:00pm every night, to mitigate noise impacts. Patrons sitting in the outdoor dining 	Ongoing	Shift Manager
	Complaints & Incidents Register	<ul style="list-style-type: none"> Note the date, time and nature of the complaint; Address and contact details of the 	Ongoing	Licensee & Shift Manager
	Maintenance	<ul style="list-style-type: none"> Maintenance register to maintain a list of any damage to the Hotel or broken facilities that will need rectification. 	Ongoing	Licensee
Daily Venue Operation	Takeaway	<ul style="list-style-type: none"> Takeaway sale of alcohol is to occur from the premises. Takeaway sale of food will occur 	Ongoing	Shift Manager
	Loading / Unloading	<ul style="list-style-type: none"> The licensee shall endeavour to ensure that deliveries are to be made between 7am and 7pm. 	During Deliveries	Shift Manager / Key staff
	Operation of the Kitchen	<ul style="list-style-type: none"> All food will be prepared on site within the commercial kitchen. 	Ongoing	Shift Manager
	Alcoholic and Non- Alcoholic Beverages	<ul style="list-style-type: none"> The Heathcote Hotel will serve a variety of alcoholic and non-alcoholic beverages including beer, cider, wine and spirits. Free drinking water will be available at all times. 	Ongoing	Shift Manager
	Number of Staff	<ul style="list-style-type: none"> Approximately 45 staff will be on site. 	Ongoing	Licensee

	Use of Balconies and Outdoor Areas	<ul style="list-style-type: none"> The outdoor dining area adjacent to the main entry is to be closed at 8:00pm with patrons to be moved inside before that time. The glazed operable panels on the balconies will close at 10:00pm every night, to mitigate noise impacts. 	Ongoing	Shift Manager
Policies	Responsible Service of Alcohol	<ul style="list-style-type: none"> All staff involved in the sale and supply of liquor or security shall have first completed an approved course in the Responsible Service of Alcohol NSW (RSA). 	Ongoing	Licensee & Shift Manager
	Sutherland Shire Liquor Accord	<ul style="list-style-type: none"> Maintain an active membership in the local liquor accord. 	Ongoing	Licensee
	Smoking Policy	<ul style="list-style-type: none"> Smoking is not permitted in any internal areas of the Heathcote Hotel, with the exception of the gaming room; Smoking is not permitted in any outdoor area where food is permitted. 	Ongoing	Shift Manager
Security	Staff	<ul style="list-style-type: none"> Be readily identifiable and available 	At all times	Head of Security
	CCTV	<ul style="list-style-type: none"> CCTV is to be located at each entrance to the Hotel. Recordings are to be kept for 30 days 	Ongoing	Licensee
Waste Management	Staff	<ul style="list-style-type: none"> Ensure all waste is deposited into the waste room 	End of Shift	Shift Manager
	Operation	<ul style="list-style-type: none"> A private contractor will be employed to dispose of waste. This will be collected from the waste room, via the loading dock. 	Ongoing	Licensee / Shift Manager
Noise Attenuation	Use of Balcony	<ul style="list-style-type: none"> Operable glazed panels adjacent to the bistro area will be closed after 10pm. 	10pm – Midnight	Shift Manager
	Security	<ul style="list-style-type: none"> Will manage patrons capacity. Will ensure the closure of the outdoor dining area adjacent the main entry occurs at 8:00pm. Will manage patron exiting the premises at closing time. 	All Day	Head of Security

CPTED	Measures	<ul style="list-style-type: none"> A number of the key provisions from the CPTED report are to be managed during the ongoing operation of the Heathcote Hotel. This includes: <ul style="list-style-type: none"> CCTV; Lighting; 	Maintained in an ongoing manner	Licensee / Shift Manager
Emergency Evacuation Procedures	Measures	<ul style="list-style-type: none"> Shift managers will act as fire wardens. Staff will be trained to ensure all patrons exit the premises and are directed towards the assembly area, being the public car park. 	Ongoing	Shift Manager

Note: The timing of recommendations is preliminary only and is subject to further refinement following the conclusion of the Development Application process.

13.0 Amendments to this Plan

If, in circumstances where experience shows that it is reasonable or desirable to modify any provision of this Operational Plan of Management for the better management of the Heathcote Hotel, that modification shall be made to the plan only with the approval of Sutherland Shire Council, from who consent shall not be unreasonably withheld.