



ALCOHOL MANAGEMENT PLAN

VERSION – 2.1
April 2023

This Alcohol Management Plan (AMP) was written by Liquor and Gaming Solutions Pty Ltd in consultation with The Bradford Hotel

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REVISION REGISTER

VERSION	DATE	DISTRIBUTION	AMENDMENTS
Draft 1.0	Nov 2018	The Bradford Hotel NSW Police Liquor & Gaming NSW	
1.1	June 2019	Liquor & Gaming NSW The Bradford Hotel	
2.0	Mar 2023	The Bradford Hotel Liquor and Gaming Solutions SLR Consulting NSW Police	1.0 update to background 2.0 update to proposed trading hours 5.0 new chapter on management of extended hours 6.0 Update to signage
2.1	April 2023	The Bradford Hotel Liquor and Gaming Solutions SLR Consulting Maitland City Council NSW Police	Amend wording after police recommendations to chapter 5,7&12

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1. BACKGROUND

The purpose of this Alcohol Management Plan (AMP) is to outline the control measure for the sale and supply of liquor at 358 New England Hwy, Rutherford.

The Plan has been designed to ensure that the Premises are managed and operated in a manner that provides a licensed venue that does not unreasonably impact upon or detract from the quiet good order of the neighbourhood.

The Plan also aims to reduce, and where possible eliminate, the impacts of antisocial behaviour by patrons both within the Premises and within the vicinity of the Premises.

The Alcohol Management Plan has been updated to accompany the Development Consent application for changes to the existing trading hours.

Upon the approved of the development consent a separate application will be made through Liquor and Gaming NSW to change the current late trade authorisation.

This AMP replaces any previous versions.

2. VENUE DETAILS

Venue Details

Venue Name	Bradford Hotel
Address	358 New England Hwy, Rutherford 2320
Liquor Licence	LIQH400115237
Licence Type	Full Hotel Licence
Licensee	Neil Andrew HEDGES

Trading Hours

Current liquor licence trading hours

Gaming Room, Courtyard Garden, Main Bar, Lounge bar & TAB Monday – Saturday 10am to 1am Sunday 10am to 10pm
Other areas Monday – Saturday 10am to 12 midnight Sunday 10am to 10pm

Proposed liquor licence trading hours

Gaming Room, Courtyard Garden, Main Bar, Lounge bar & TAB Monday – Saturday 10am to 2am Sunday 10am to 12 midnight
Other areas Monday – Saturday 10am to 12 midnight Sunday 10am to 10pm

Key Contacts

Licensee	Neil HEDGES	0439 429 349
Venue		(02) 49 321 842
Security Contractor	NHN Group	(02) 49 609 922
Compliance Consultant	Liquor and Gaming Solutions	0492 821 204

3. COMPLIANCE WITH THE LICENCE CONDITIONS AND LIQUOR LAWS

Meeting the requirements of our licence conditions

All staff working in the Hotel are aware of these licence conditions, and new staff are shown a copy of the liquor licence included with their induction material.

A copy of the liquor licence is maintained in the compliance folder, which is accessible by all staff working in the Hotel.

Hotel Licence

The Bradford Hotel is subject to Hotel Licence # LIQH400115237. This licence authorises the sale and supply of liquor by retail for consumption on the licenced premises, and also permits the sale of take away liquor.

A copy of the Hotel licence is maintained in the compliance folder which is located in the main area of the Hotel.

Authorisations under the licence

Minors Authorised Area

The whole of the hotel is a minor's authorised area with the exception of the gaming room.

A minors Authorised area allows minors to attend the hotel in the company of a responsible adult.

Late Trade Authorisation

The Hotel is endorsed with an extended trading authorisation. The late trade authorisation applies to part of the ground floor of the Hotel, including the Gaming room, courtyard garden, main bar, lounge bar and TAB

Take Away Alcohol

The sale of take away liquor is permitted at the following times.

Monday to Saturday	10:00 AM - 10:00 PM
Sunday	10:00 AM - 10:00 PM
Good Friday	Not permitted
Christmas Day	Not permitted
December 31st	Normal trading

Gaming Machines

The Hotel is authorised to own and operate gaming machines. The mandatory gaming machine shut down period is from 04:00AM to 10:00 AM from Monday to Sunday.

Statutory Licence conditions.

The *Liquor Act 2007*, and *Regulations* make provisions for certain requirements to be met as a condition of the Hotel licence. Even though these conditions are not displayed on the liquor licence, it is a requirement by law that the Hotel abide by the following conditions.

Incident Register

If the Hotel regularly trades past midnight at least once a week, the club must maintain an incident register in the form approved by the Independent Liquor & Gaming Authority. The register must record details of any incidents that occur between midnight and 5am the following day Monday to Friday, between midnight Saturday and 10am Sunday, and between 10pm Sunday and 5am Monday:

The Hotel maintains an incident register at all times as a best practice measure.

Hotel must make liquor licence available

A copy of the licence and any licence related authorisations must be available at all times for the information of the members of staff of the licensed premises.

This information must be available to any member of staff, crowd controller or bouncer.

The Bradford Hotel has a compliance folder located in the main bar of the Hotel which contain all of this information and more and is accessible by all staff.

Free drinking water must be available

Drinking water is available free of charge at all times while liquor is sold or supplied for consumption on the licensed premises.

Food

Food of a nature and quantity consistent with the responsible sale, supply and service of alcohol is available whenever alcohol is sold or supplied for consumption on the premises.

The Bradford Hotel has a large bistro which is open for lunch and dinner seven (7) days a week. The chefs also have a range of meals which can be re-heated for any guest of the Hotel who requires a meals outside of the standard restaurant hours.

Cash Advances

Hoteliers are prohibited from providing cash advances to patrons, and the Bradford Hotel does not provide cash advances to its patrons.

RSA training for staff

All staff who serve alcohol have completed an approved responsible service of alcohol (RSA) course.

4. RESPONSIBLE SERVICE OF ALCOHOL (RSA)

Philosophy of the Hotel

Responsible Service of Alcohol (RSA) refers to the service, consumption and promotion of alcoholic products in a manner that minimises the potential harm that may be caused by alcohol consumption to individuals, their families and the community generally.

1. Bradford Hotel recognises that it is against the law to serve any person to intoxication.
2. Bradford Hotel recognises that it is against the law to serve or supply alcohol to any person under the age of 18.
3. Bradford Hotel recognises that it is against the law to allow intoxicated, disruptive or violent behaviour to occur on the premises.
4. Additionally Bradford Hotel seeks to ensure that no harm comes to patrons as a result of our service of alcohol.

The Bradford Hotel strives to foster responsible service of alcohol practices amongst patrons and staff. This is achieved by implementing and maintaining various harm minimisation and customer protection measures as outlined in this policy.

Participation in a Liquor Accord

The Bradford Hotel is an active member of the Maitland Liquor Accord. Neil Hedges (licensee) and Nicolas Quinn are both on the board of the local liquor accord.

Responsible Service of Alcohol – Policies and Measures.

The Bradford Hotel has adopted the following policies and measures to fulfil its stated RSA commitment:

- The Hotel offers a range of drinks on premises. These include a range of non alcoholic beverages.
- Complimentary water is provided at all times.
- Food of a substantial nature is available at all times when the bar is trading.
- Seeks to create an environment that discourages drunken, disruptive or violent behaviour.
- Does not seek to encourage rapid or excessive consumption of alcohol through pricing.
- Does not sell shots, bombs, or slammers, or any drink designed to be consumed rapidly.
- Low alcohol beers and non-alcoholic beverages are stocked and promoted.
- Staff have been acquainted with this House Policy and training to implement it.
- The Hotel displays all RSA signage required under NSW law.

Persons under the age of 18 years.

The whole of the Hotel is an un-restricted area, with the exception of the gaming room. Minors are permitted to enter in company with a responsible adult.

The Hotel is vigilant in ensuring that a person under the age of 18 years are not permitted to;

- a) enter the Hotel unaccompanied,
- b) be served alcohol at the bar,
- c) Gain access to alcohol through secondary supply from another person.
- d) Enter the gaming room, or play gaming machines.

The Bradford Hotel has surveillance procedures designed to detect under age persons seeking to enter the premises unaccompanied.

If a staff member believes that a person, who is ordering or being supplied alcohol, is less than 18 years of age, they will politely request proof of age (current Passport, RTA Photo Card or Drivers Licence, or Key Pass ID).

If the person is less than 18 years of age, or refuses to produce identification, staff will refuse service and request the Manager on duty to ask the person to leave the premises.

The Manager is required, as the Hotel will always endeavour to have two members of staff present whenever speaking with a person who is under the age of 18 years (who has consumed alcohol).

RSA qualified staff.

All staff involved in the sale or supply of alcohol at the Bradford Hotel shall have completed the training course approved by Liquor and Gaming NSW titled Responsible Service of Alcohol.

The Hotel shall maintain a register of staff who have completed RSA training with a copy of the RSA Card issued to each employee.

Management shall monitor staff approaching the expiration date of the RSA training to ensure that refresher training is undertaken in a timely manner.

Bradford Hotel has traditionally participated in industry specific training offered through the local liquor accord by Liquor and Gaming NSW. The Hotel will continue to participate in frontline RSA training courses provided by Liquor and Gaming NSW when they are available.

Refusal of Service

If a staff member feels that a patron has become intoxicated that staff member may refuse to serve alcohol to that patron of their own initiative, or they may refer the decision to the manager on Duty at their own discretion.

If a member of staff refuses service to a patron, immediately after refusal has taken place, the member of staff must notify the manager on duty.

If service is refused to any patron, the manager on duty will politely explain to the patron(s) that the Hotel cannot legally serve alcohol to an intoxicated patron and they will be asked to leave Hotel premises.

Food availability and Free Water

The consumption of food is recognised as slowing down the effects from the consumption of alcohol. The only other proven way to slow down the effects of alcohol is the consumption of water.

Neither food nor water can eliminate the effects of alcohol, and they will not prevent a person becoming intoxicated... food and water reduce the speed with which the person begins to show obvious signs of intoxication.

Food of a substantial nature is available at all times whilst the Hotel is trading. Free water is available at every bar, and in peak times a free water station is set up to allow patrons access to water without having to line up at the bar.

5. MANAGEMENT OF EXTENDED TRADING HOURS

Entry/ Exit

- On any night the hotel exercises its extended trading authorisation, ID scanning system must be used from 8pm
- Staff will remind patrons to leave the area quietly and with respect to the neighbourhood.
- From 1am staff will ensure entry and exit will only occur through a single door.
- Staff can also assist with calling Taxis for patrons as requested.
- External signage is placed on street level walls of buildings advising patrons to please ensure minimal noise and littering occur during arriving and leaving the venue
- A courtesy bus will operate within a 5km radius of the venue from 5.30pm on Thursday, Friday and Saturday nights

Bar

- From 9.00pm on any night the venue exercises the ETA - a total of (4) drinks per person is the maximum that can be sold to the same person at any one time
- From 10.00pm on any night the venue exercises the ETA- a total of (2) drinks per person is the maximum that can be sold to the same person at any one time
- From 10.00pm on any night the venue exercises the ETA- no Jugs are to be served
- From 12.30am on any night the venue exercises the ETA- a total of (1) drink per person is the maximum that can be sold to the same person at any one time

- The bar shall cease trading 15 minutes prior to the allotted closing time to allow patrons time to consume their drinks without rapid consumption.
- The bar shall cease trading no later than 1.30am on Friday and Saturday night.



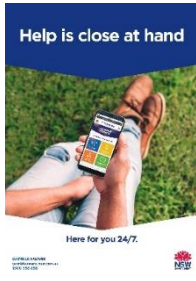

Entertainment

No forms of entertainment, musical or other shall be permitted from 12am within the entire licensed venue. Entertainment does not include ambient background music or announcements via the internal PA.

6. SIGNAGE

All signs required by Liquor & Gaming NSW will be installed and checked on a regular basis.

<p>THE BAR Hotel licence (General Bar) Licensee: John Smith</p>	 <p>UNDER 18 No alcohol can be sold or supplied to anyone under 18. It's against the law.</p>	 <p>UNDER 18 No one under 18 is allowed in this area. It's against the law.</p>	 <p>UNDER 18 Minors are allowed in this area as long as they are with a responsible adult.</p>
<p>Displayed clearly at entrance to venue</p>	<p>(1L) Displayed at each bar</p>	<p>(2L) Entrance to restricted areas</p>	<p>(3L) Minors authorisation area</p>

 <p>Need a break from gambling? You can ban yourself from gambling here. See the Gaming Manager for more information or call GambleAware 1800 858 858.</p>	 <p>A million to one. That's your chance of hitting the jackpot on a gaming machine.</p>	 <p>Help is close at hand Here for you 24/7.</p>	 <p>What's gambling really costing you? More than you think.</p>
<p>2G- Self-exclusion contact card attached to each bank of gaming machines in a card holder</p>	<p>3G - Chances of winning Sign displayed in each gaming area</p>	<p>Sign 6G - Gambling counselling sign (6 options available). Displayed in each gaming, TAB and KENO area.</p>	<p>1G - Gambling warning Sign (4 options available) Displayed in each gaming</p>

Think! About your choices
Call Gambling Help
1800 858 858
www.gamblinghelp.nsw.gov.au

Displayed on all ATMs and cash-back terminals and all EFTPOS terminals located in TAB areas



4G – Gambling counselling sticker – prominently displayed on each gambling machine

Additional Voluntary signage

Additional external signage is placed on street level walls of buildings advising patrons to please ensure minimal noise and littering occur during arriving and leaving the venue.

7. MINIMISING DISTURBANCE TO THE NEIGHBOURHOOD

The Bradford Hotel is physically located in a commercial area of Rutherford, there are some residential properties on the back of the boundary of the Bradford Hotel.

The Hotel has measures in place to minimise disturbance to the neighbourhood. These include

- Courtesy Bus will operate within a 5km radius of the venue from 5.30pm on Thursday, Friday and Saturday nights
- Staff are trained to call Taxis for patrons leaving the venue
- The smoking area will be closed from 12 midnight
- Building strong relationships with local patrons

Management of patrons within the premises.

The Bradford Hotel is a venue that has a conscious strategy of being a venue for local patrons. The venue provides licensed security contractors on Friday and Saturday evenings to assist with the management of patrons.

Guards are deployed throughout the venue and positions change as the rooms open and close. At the end of the night the guards are deployed onto the street to ensure patrons leave the area safely and in a quiet manner. Guards are also asked to pick up and rubbish from the venue and surrounds.

The Bradford Hotel strives to foster a culture and environment where patrons and staff feel safe and relaxed. This is achieved by implementing and maintaining various harm minimisation and customer protection measures as outlined in this policy as a whole of venue strategy.

Refusal of service

If a staff member feels that a patron has become intoxicated that staff member may refuse to serve alcohol to that patron of their own initiative, or they may refer the decision to the manager on Duty at their own discretion.

If a member of staff refuses service to a patron, immediately after refusal has taken place, the member of staff must notify the manager on duty.

Asking a person/s to leave

If service is refused to any patron, the manager on duty will politely explain to the patron(s) that the Hotel cannot legally serve alcohol to an intoxicated patron and they will be asked to leave the premises.

If a staff member becomes aware that a person's behaviour is becoming disruptive or violent they will notify the Manager on Duty. If the unacceptable behaviour does not cease the Manager on duty will require the person(s) to leave the premises.

On occasions when Security is working, Security will assist to escort the person out.

If a person refuses to leave the venue, Police will be called to remove person in accordance with the requirements of the *Liquor Act 2007*.

Management of patrons departing the premises

The main bar is staffed at all times when the Hotel is trading. This ensures that there is always a friendly face to speak with patrons as they leave and remind them to be respectful of the neighbours as they leave.

On Friday and Saturday evenings, Security are deployed, a large part of their role is to ensure the patrons leaving the premises do so in an orderly manner. See 9.3 (Security Roles and Expectations)

8. EFFECTIVE MANAGEMENT AND DEPLOYMENT OF STAFF

Induction and Training

All staff employed at the Hotel must undergo an induction when they start work at the venue. The induction covers a broad range of topics including workplace health and safety, evacuation procedures, and management expectations for staff to uphold the hard work of their predecessors in establishing a Hotel with best practice RSA measures.

Every employee of the Hotel will be provided with a copy of this Alcohol Management Plan during the induction, and a copy of the plan is always available for staff to read at the reception desk

9. CLOSED CIRCUIT TELEVISION (CCTV)

The Bradford Hotel operates a Close-Circuit Television System (CCTV) in accordance with regulatory legislation and licensing obligations; and to ensure as far as possible, the safety and protection of staff patrons, visitors, members of the public and the property of the Hotel.

The System records continuously from opening time until one hour after the premises are required to close.

Recordings are available in digital format with a minimum of 15 frames per second.

Any record image will specify time and date and be kept for at least 14 days.

The cameras covers 95% of the venue and surrounds including all bar areas, areas accessible by patrons, all dance floor areas and the taxi rank at the front of the venue.

10. WORKING WITH POLICE

Bradford Hotel has an excellent relationship with the NSW Police, and will continue to build that relationship through open communication and consultation with local Police.

The Hotel is an active participant in the local liquor accord meetings, and uses this opportunity to remain up to date with the changes to the industry.

11. SECURITY AND HARM MINIMISATION

Venue termination of Patrons (Banning System)

Those patrons that have been identified as having failed to comply with the venues behavioural requirements and have been issued with corrective advice, or are involved in anti-social incidents requiring ejection from the venue, will be excluded (barred) from attending the venue for a period of time.

Any such action will be at the direction of the Manager on Duty. Such action will be recorded in an appropriate ledger, detailing the patron's full name (if possible), the nature of the incident and the terms of the entry restrictions imposed.

The role of Security

Primary Objective: Safety & Security of People and Assets

The objective is to protect people and assets from harm while ensuring that all patrons have an enjoyable experience when they attend the Hotel.

Secondary Objective: Managing Perception

The objective is to not only create the perception of a safe and secure environment but also to deliver one. This will have the potential to improve the security environment.

Refer to the venues security management plan

Security- Positions

The Hotel ensures that 4 uniformed security guards are deployed at the premises on Friday and Saturday nights.

- 1 guard to be posted at the Main Front Bar Entry point of the premises from 18.00 hrs
- 1 guard to be posted at the Rear Main Restaurant point of the premises from 19.00 hrs
- 2 guards to be roaming through all Bar areas, TAB, Gaming and Beer Gardens from 19.00 hrs to Close.
- 1 X Duty manager and 1 x Bar Manager to also act as RSA Marshalls monitoring that patrons are not stockpiling drinks or playing drinking games.

Times and positions may change as the night progresses. This is a guide.

On any nights where events are broadcast in the beer garden of the Bradford or live entertainment other than soloists or duos are booked, a security guard will be deployed.

12. FUTURE AMENDMENTS TO THIS PLAN

If in circumstances where experience shows that it is reasonable or desirable to modify any provision of this plan for the better management of the venue, that modification shall be made to the plan in consultation with NSW Police.

A copy of the plan is maintained on the premises at all times, and is available to regulatory authorities on request.