

Attachment C

Plan of Management

Plan of Management
Licensed Bar
5-11 Bridge Street, Sydney

Prepared by Planning Lab
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The current document Version 2, 11 January 2026



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1 Purpose

- 1.1 The Plan of Management (POM) has been prepared to accompany a development application proposing additions and alterations to, and use of, the lower and mezzanine floor tenancy of 5-11 Bridge Street, Sydney as a licensed bar.
- 1.2 The purpose of this POM is to implement and effectively maintain the highest standards of responsible service of alcohol (RSA) and operational procedures to ensure staff, patron, and community safety, with regard to the relevant matters under the Environmental Planning and Assessment Act 1979, the Liquor Act 2007, and the Sydney Development Control Plan 2012.

2 Use of the Plan of Management

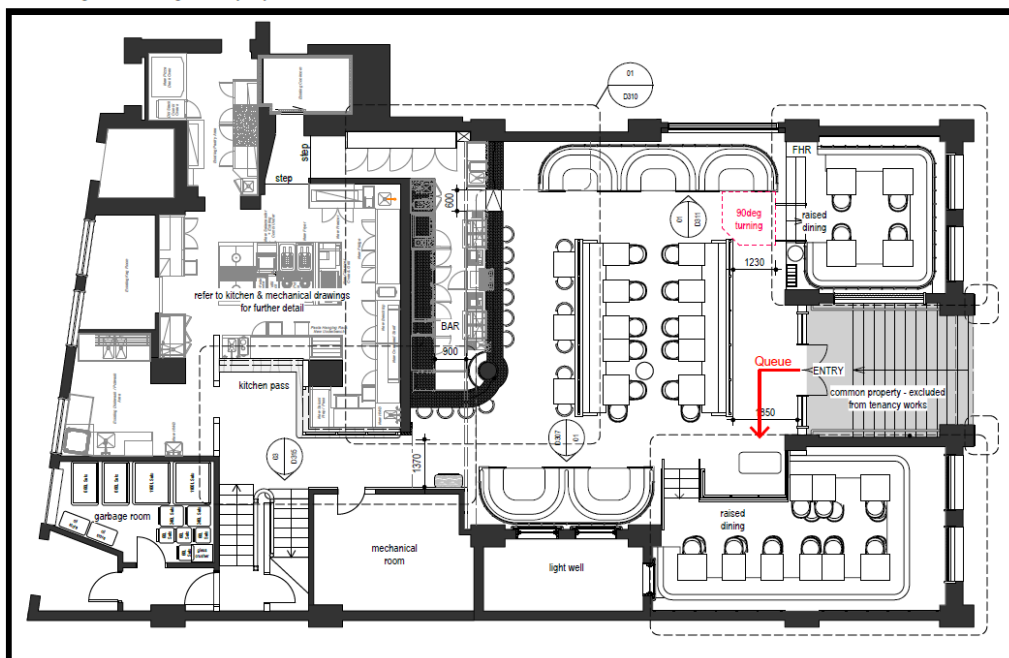
- 2.1 All staff involved in the sale and supply of alcohol shall be made familiar with the POM with a copy of the plan made available on site at all times in the venue's Compliance Folder.

A full and current copy of the development consent, Plan of Management and Licence for the operation of the Venue must be kept on-site and made available to Police, Council officers, or special inspectors upon request. The Licensee will ensure the implementation and adherence to the provisions of the POM throughout trading hours.

3 Site and Locality Details

- 3.1 A floor plan is provided below indicating the layout of the premises, as well as the location for patron queuing between the external stairs and reception desk.

Patron Queue Diagram
Plan of Management 5-11 Bridge Street Sydney



4 Hours of Operation

4.1 The Venue may operate during the following hours:

- 10am until 2am, 7 days per week, for a trial period of 2 years from date of approval.
- 10am until 12am, 7 days per week, if the trial period is revoked or expired without renewal.

4.2 Consumption on Premises:

- Monday to Sunday: 10:00am to 02:00am (the following day)

4.3 Takeaway:

- Monday to Saturday: 10:00am to 12:00pm midnight
- Sunday: 10:00am to 10:00pm

5 Capacity and Access

5.1 The maximum number of patrons permitted within the Venue at any one time is 160 persons (excluding staff). Patron numbers are to be monitored by management staff to ensure the Venue never exceeds the maximum number of patrons permitted at any time.

5.2 The number of staff for the venue is 16. This is comprised of:

- 5 Kitchen Staff
- 3 Bar Staff
- 6 Floor staff
- 2 Security staff

5.3 Accessibility requirements and performance solutions are discussed in the Access Report provided by ABE Consulting.

6 Signage

6.1 All signage required under the Liquor Act 2007 shall be displayed in the appropriate places:

- 6.1.1 Signage stating the number of allowed patrons, Licensee Name, and license number;
- 6.1.2 Signage at exits informing patrons of the need to leave the licensed premises and vicinity quickly and quietly;
- 6.1.3 Signage at the principal entrance to the premises and in a prominent position on each floor indicating the use of CCTV.



- 6.1.4 Approved Responsible Service of Alcohol signage will be clearly displayed at the venue entrance and in clear view in all bar areas.
- 6.2 No signs, including banners, shall be displayed on the building or its curtilage without prior

7 Complaint Handling

- 7.1 In the situation where a complaint about the operation of the premises is received, staff will effectively deal with such complaints in a polite and sympathetic manner and where reasonably possible to take immediate action to address such complaints and recurrence.
- 7.2 All complaints are to be recorded within a Complaints Register for future reference noting the details of the complaint, the complainant, and the response taken.
- 7.3 CCTV recording discs or hard drive recordings shall be retained for 28 days before being reused, destroyed, or deleted. Time and date are to be auto recorded on the disc or hard drive. The CCTV recording equipment shall be capable of reproducing a CD, DVD, USB or other appropriate digital copy of recorded footage on demand of Council or Police Officers within 12 hours of them making a request. Copy discs are to be handed to Council, Police Officers or Special Inspectors as required.
- 7.4 CCTV surveillance cameras shall be installed, operated and maintained throughout the premises with particular coverage to entrances, exits, staircases, and the 10m radius outside public entrances.
- 7.5 If it is discovered at any time that the equipment is not in full operating order, all reasonable steps must be taken to repair the system as soon as reasonably practicable.
- 7.6 The licensee shall ensure that all essential services installed at the venue and the CCTV surveillance system are certified annually and shall ensure that they remain in good working order.

8 Fire Safety and Other Emergencies

- 8.1 A list of the contact details for all relevant emergency services shall be kept in a readily accessible location.
- 8.2 All staff shall be made aware of fire safety requirements and procedures to be followed in case of an emergency.
- 8.3 All fire safety services are to be maintained in accordance with the relevant Standard of Performance nominated within the fire safety schedule.
- 8.4 Any item that is required to maintained as part of fire safety procedures will be clearly identified, and maintenance requirements will be clearly specified.



9 Operational Details

- 9.1 The premises will operate pursuant to a hotel licence in accordance with the requirements of the Liquor Act 2007 and Liquor Regulation 2008.
- 9.2 The Licensee and Approved Manager is responsible for ensuring compliance with regulatory controls and staff matters. At any time that the Approved Manager is absent from the premises, a manager who is appropriately qualified to perform that role is required to be present on the premises to perform the functions of the licensee.
- 9.3 The managers are responsible for the general operation of the hotel and report to the Licensee and Approved Manager. Some of the specific responsibilities of managers are as follows:
 - 9.3.1 Provide support to management in an operational capacity;
 - 9.3.2 Ensure that a copy of the hotel licence and conditions are correctly enforced;
 - 9.3.3 Monitor intoxication and responsible service of alcohol;
 - 9.3.4 Instruct and direct staff members and security to perform duties;
 - 9.3.5 Handle complaints from customers and any other person in accordance with the procedures of the hotel;
 - 9.3.6 Reinforce hotel policies to staff members in relation to procedures such as responsible service of alcohol, checking of identification and evacuation;
 - 9.3.7 Customer relations;
 - 9.3.8 Monetary control; and,
 - 9.3.9 Evaluate performance of staff and security on a weekly basis.
- 9.4 Bar attendants are engaged at the hotel in numbers necessary to meet the customer demand from time to time. The primary role of bar attendants is customer service. Bar attendants are responsible to ensure that alcohol is served responsibly and intoxication is prevented.
- 9.5 The hotel will become a member of the Local Licensing Accord, and the Licensee or Approved Manager or supervisors will attend Accord meetings when available.
- 9.6 Waste is to be managed in accordance with the supplied Operational Waste Management Plan. A copy of the Plan is to be kept on-site.
- 9.7 All staff will be familiarised with public transport options surrounding the Venue, including the bus stop immediately outside the premises, and will advise patrons of transport options whenever requested or otherwise required. Staff will also be available to assist patrons in calling a taxi if required.



10 Security

- 10.1 There is no need for mandatory security guards given the focus of the venue is as a premium restaurant style dining experience, with seated table-service only (and no entertainment, standing patrons or general bar service areas).
- 10.2 When licensed security guards are engaged, they shall ensure the safety of patrons inside and outside the premises and maintain the quiet and good order of the area surrounding the premises, ensuring that patrons do not linger or loiter within the licensed premise or cause annoyance to the neighbourhood. These obligations shall extend to the orderly dispersal of patrons from the premises.
- 10.3 All security guards should have been trained in the essential requirements of licensed premises; intoxication rules and policies; acceptable identification; crowd control; eviction procedures; and how to deal with noise complaints.
- 10.4 All licensed security personnel engaged at the hotel are to have successfully completed a Liquor & Gaming NSW approved Responsible Service of Alcohol course.
- 10.5 The specific duties of security guards engaged at the hotel include the following:
 - 10.5.1 Security guards checking identification shall thoroughly check the document to ensure that the photograph corresponds to the person producing the document and to check for signs of damage and manipulation as well as distinguishing legitimate features such as a watermark or hologram.
 - 10.5.2 Security guards will monitor patrons to screen for any patron who appears to be intoxicated. Patrons who appear intoxicated will not be permitted to enter or remain on the premises.
 - 10.5.3 Security guards shall conduct visual surveillance along the perimeter of the hotel.
- 10.6 When security are engaged, they shall remain until the last person has left to monitor and control patrons leaving the Hotel, with the following duties:
 - 10.6.1 Ensure that patrons do not linger or loiter in the area or cause nuisance or annoyance to the neighbourhood.
 - 10.6.2 Monitor and control the behaviour of patrons leaving the Hotel and limit the noise emitted from the premises.
- 10.7 Security may be engaged on an as-required basis, primarily for events, the hours of which will vary depending on the type and duration of the event.
- 10.8 A complaints register will record:
 - Complaint date and time



- Complainant name, contact and address details
- Nature of complaint
- Name of staff on duty
- Action taken by premises to resolve the complaint
- Follow-up
- Outcome

10.9 Security guards are to ensure compliance with all the conditions of the licence and all regulations.

10.10 Security guards are to ensure that they shall accurately record incidents after they occur into the Incident Register which is to be overseen by managers.

10.11 The following matters are examples of matters to be noted by security:

- Refusal of admission of patrons due to intoxication or due to absence of identification or defective identification.
- Requesting patrons to leave premises due to intoxication, violent or anti-social and inappropriate behaviour.
- Detection of drugs or weapons on patrons or inside the premises.
- Any assaults inside the premises or outside the premises witnessed by security, whether or not patrons of the premises are involved.
- Results of regular patrols.
- Police attendances on site.

10.12 Each security officer must ensure that their license is always displayed (within reason) and shall ensure that they have their earpieces and radios operational if required.

11 Crime Scene Preservation Guidelines

11.1 Immediately after the person in charge of the licensed premises or a staff member becomes aware of any incident involving an act of violence causing injury to a person on the premises, the person in charge of the licensed premises and/or staff member must:

- 11.1.1 render first aid,
- 11.1.2 take all practical steps to preserve and keep intact the area where the act of violence occurred,
- 11.1.3 retain all material and implements associated with the act of violence in accordance with the crime scene preservation guidelines issued by NSW Police, as published from time to



time on the Liquor & Gaming NSW website,

- 11.1.4 make direct and personal contact with the NSW Police Local Area Commander or his/her delegate, and advise the Commander or delegate of the incident, and
- 11.1.5 Comply with any directions given by the Commander or delegate to preserve or keep intact the area where the violence occurred.
- 11.1.6 "Staff" means any person employed by, or acting on behalf of, the licensee of the premises, and includes any person who is employed to carry on security activities (e.g. crowd controller or bouncer) on or about the premises.

12 CCTV

- 12.1 The licensee must maintain a closed-circuit television (CCTV) system on the premises in accordance with the following requirements:
 - 12.1.1 the system must record continuously from opening time until one hour after the premises is required to close),
 - 12.1.2 recordings must be in digital format and at a minimum of six (6) frames per second,
 - 12.1.3 any recorded image must specify the time and date of the recorded image,
 - 12.1.4 the system's cameras must cover the following areas:
 - 12.1.5 all entry and exit points on the premises,
 - 12.1.6 the footpath immediately adjacent to the premises, and
 - 12.1.7 all publicly accessible areas (other than toilets) within the licensed area.
- 12.2 The licensee must also:
 - 12.2.1 keep all recordings made by the CCTV system for at least 30 days,
 - 12.2.2 ensure that at least one member of staff is on the premises at all times the system is operating who is able to access and fully operate the system, including downloading and producing recordings of CCTV footage, and
 - 12.2.3 provide any recordings made by the system to a police officer or Liquor and Gaming NSW inspector within 24 hours of any request by the police officer or Liquor and Gaming NSW inspector to provide such recordings.

13 Alcohol Management

- 13.1 The hotel shall take all reasonable steps to prohibit or restrict activities (such as promotions or discounting) that could encourage misuse or abuse of liquor (such as binge drinking or excessive



consumption).

- 13.2 The hotel shall not apply extreme discounts to liquor as part of any promotion.
- 13.3 Each staff member employed at the hotel and each security officer engaged from time to time at the hotel shall have completed an approved course of instruction in the Responsible Service of Alcohol.
- 13.4 Each staff member employed at the hotel are required to carry and make available to police upon request, their competency cards at all times.
- 13.5 The hotel shall apply house policies and practices on harm minimisation and responsible service of alcohol.
- 13.6 The hotel shall ensure that notices relating to its policy and the law regarding intoxication are prominently displayed in the premises, and at each public entrance way to the premises notices relating to its policy and the law regarding the requirement to produce evidence of age.
- 13.7 The hotel has adopted and endorses the Liquor Industry Code of Practice for the Responsible Promotion of Alcohol Products and the Director General of Liquor and Gaming Guidelines on Intoxication and shall continue to implement the initiatives of same.
- 13.8 Alcohol served by staff at the hotel is to be by way of standard measures only.
- 13.9 No packaged liquor is to be sold at the premises for consumption away from the premises after 12.00am.
- 13.10 The hotel shall ensure that free drinking water is made available as well as non-alcoholic beverages (for sale or complimentary) to patrons at all times that alcohol is available for sale and consumption.
- 13.11 Low alcohol beer and non-alcoholic beverages are to be available at all times when full strength liquor is available.
- 13.12 Food service is available at the hotel at all times that alcohol is sold and supplied at the premises and also during any periods that the premises is open for trade, but not serving alcohol, as part of the harm minimisation strategy, so as to ensure that the effects of alcohol may be mitigated.
- 13.13 The hotel shall ensure that the conditions of the hotel licence and statutory provisions applying to the hotel are complied with. The Manager shall be responsible for maintaining statutory compliance and shall cause compliance audits to be performed by management to ensure that statutory signage is correctly displayed and other requirements are met so as to assist with harm minimisation.
- 13.14 The hotel shall prevent patrons from becoming intoxicated to unacceptable levels and shall not admit patrons into the premises who exhibit signs of intoxication. Any patrons exhibiting signs of intoxication within the premises are to be further assessed by security or management and if deemed to be reasonably impaired in mental or bodily functions, as a result of alcohol consumption, shall



not be permitted to remain on the premises. Any patron requested to leave the premises shall be escorted out of the Hotel and safe transport options arranged.

- 13.15 The Licensee shall incorporate into monthly staff meetings topics on the responsible service of alcohol including signs of intoxication and preventing potential harm from alcohol use.
- 13.16 All staff members at commencement of employment shall be reminded of their responsibilities relating to responsible sale and supply of alcohol.
- 13.17 The hotel shall take all reasonable steps to prohibit or restrict activities (such as promotions or discounting) that could encourage misuse or abuse of liquor (such as binge drinking).

14 Noise Management and Control

- 14.1 The hotel recognises that there is some potential for noise impacts upon neighbouring premises as a result of the operation of the premises during late hours.
- 14.2 Due to the nature of the construction of the premises and the proposed mode and style of operation, potential noise disturbances from inside the hotel shall be limited.
- 14.3 Entertainment in the form of bands or DJs shall not be conducted in the hotel during late trading hours, however background music may be played from time to time.

15 Patron Management

- 15.1 It is acknowledged that operators of premises have some control over patron behaviour whilst patrons are on the premises, however there are limitations as to control after patrons leave the premises.
- 15.2 The hotel shall consider the amenity of neighbours and shall take all reasonable measures to ensure that there is a minimal adverse impact to the surrounding area in terms of disturbance and anti-social behaviour caused by patrons.
- 15.3 The hotel shall ensure that practices relating to alcohol management are maintained so as to reduce the potential for patrons to become intoxicated and therefore less likely to participate in anti-social, inappropriate or noisy behaviour after leaving the hotel.
- 15.4 The closing procedures at the hotel are designed to allow a staggered departure of patrons. Management and/or security are to request patrons to depart the premises quietly and to consider the neighbours. If security guards are stationed at the front of the premises, they are to direct patrons to move on and away from the vicinity of the premises.
- 15.5 The hotel shall cause signage to be displayed at the entry/exit of the premises alerting patrons to ensure that they leave quickly and quietly without disturbing the neighbours.
- 15.6 The hotel shall maintain an approved Liquor & Gaming NSW Incident



Register and complete Parts A & B as applicable in the incident register, which is to include brief reports of incidents occurring within the hotel or in the vicinity. The Security Manager is to provide the Security Incident Diary and any other reports to the manager or licensee for inclusion in the Incident Register. In the event of the occurrence of an incident which is deemed by the licensee or manager to be a serious incident, reports are to be taken from each staff member and any patron witnesses, and a copy of the reports kept with the incident register.

- 15.7 All reports in the Incident Register are to contain the time and location of the incident and the name of the author of the report.
- 15.8 The hotel shall take all reasonable measures to ensure that the behaviour of staff and patrons when entering and leaving the premises does not detrimentally affect the amenity of the neighbourhood, including but not limited to the following:
 - 15.8.1 Erecting signage within the premises and inside the entrance/exit advising patrons to leave the premises in a quiet and orderly manner.
 - 15.8.2 Regularly patrolling the perimeter of the hotel.
 - 15.8.3 Verbally encouraging patrons to disperse from the area quickly and quietly, and not to congregate outside the premises.
 - 15.8.4 Diligent and accurate recording of incidents.
 - 15.8.5 Security guards are to use all reasonable steps to prevent people from loitering outside the premises and in the vicinity of the premises.
 - 15.8.6 Maintaining high quality digital surveillance and CCTV system both inside and outside the venue to ensure that any anti-social behaviour displayed in the public, regardless of its source may be monitored, reported and dealt with by the appropriate authorities;
 - 15.8.7 Maintaining a close working relationship with the Local Area Command and implementing reasonable strategies suggested by its officers.
 - 15.8.8 Strictly enforcing the responsible service of alcohol and the provisions of the licensing legislation to ensure that patrons do not become intoxicated to the point where anti-social behaviour may result and also refusing entry to the premises of those persons who appear to be intoxicated or under the influence of illicit substances.

16 Amendment to Plan of Management

- 16.1 Where experience shows that it is reasonable or desirable to modify any provision of the POM for the improved management of the Venue, modification to the POM may be made if the approval of the City of Sydney Council is obtained. This does not apply to license conditions which may only be varied in accordance with the Liquor Regulations.





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