

# **Attachment D**

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| <b>Plan of Management</b> |
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THE EVELEIGH HOTEL

PLAN OF MANAGEMENT

158-160 Abercrombie Street, Redfern NSW 2016

November 25, 2025

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## A. SITE AND LOCALITY DETAILS

### 1. Introduction & Purpose

This Plan of Management (POM) outlines the operational framework, management strategies, and compliance measures for The Eveleigh Hotel ('the Hotel') in support of a Development Application (DA) to extend trading hours for the newly renovated first-floor dining & live music area and change of use of the first floor level managers residence (Class 4) to Class 6.

This PoM demonstrates the venue's commitment to responsible service of alcohol, noise control, patron safety, and neighborhood amenity.

### 2. Location

The hotel is located at 158-160 Abercrombie Street, Redfern NSW 2016 sometimes referred to as Chippendale as the Hotel is located along the common boundary between the two suburbs at the corner of Vine Street.

The area surrounding the hotel is generally residential with several commercial and retail premises within its proximity.



The site is located within the urban fringes of the City of Sydney and routes for passing taxis and public transport facilities along Cleveland Street.

### 3. Venue Particulars

The hotel is a traditional single bar venue, accessible from both Abercrombie and Vine Streets.

The hotel building comprises a ground floor and first-floor level, with a small sub-floor basement containing a cool room and cellar.

The **ground floor** houses the main bar, kitchen and serving zones, along with dining & general seating areas and sanitary facilities.

The **first floor** contains 'flexible' spaces including multi-use live music rooms, sitting and dining areas as well as a wet-bar server, back of house storage, manager's office and additional sanitary facilities. The first floor can be hired for 'private' events with the wet-bar and amenities independent to the Ground Floor.

Take away sales of liquor can take place over the counter however; there is to be no separate bottle shop.

No gaming in the form of poker machines, TAB or Keno, will be offered at the Hotel.

Use of the public footway on Abercrombie Street includes outdoor seating while a 'Temporary Outdoor Alfresco' area on Vine Street has been approved along with the current Liquor Licensing.

The primary use of the premises is the retail sale of liquor for consumption on the premises. Ancillary uses include food service and entertainment (live music).

## **B. OPERATIONAL DETAILS**

### **1. Structure, Staffing and Operating Environment**

The proprietor of the business and Licensee is Mr Todd Buncombe. The Hotel is managed as "owner operator".

Staffing of the hotel includes the following:

- Licensee
- Manager
- Duty Manager/s
- Bar Attendants
- Kitchen Staff

The Licensee is responsible for ensuring compliance with regulatory controls, administration, operations and staff matters. At any time, the Licensee is absent from the premises, a suitably qualified and experienced Manager is required to be present to perform the functions of the Licensee.

At least one Manager or Duty Manager is to be onsite at all times the Hotel trades.

Managers are responsible for the general operation of the Hotel and will report to the Licensee. Some of the specific responsibilities of managers are as follows:

- Staff supervision, direction and instruction;
- Customer service including service of food and beverage;

- Ensure that a copy of the Hotel licence and conditions are correctly displayed;
- Retain a personal copy of each the Hotel licence, Plan of Management and complaints procedures;
- Complete a legal checklist and Hotel floor checklist at the commencement of each shift to ensure that regulatory compliance is achieved, including mandatory signage displays;
- Monitor intoxication and responsible service of alcohol;
- Handle complaints from customers and any other person in accordance with the procedures of the Hotel;
- Reinforce Hotel policies to staff members in relation to procedures such as responsible service of alcohol, checking of identification and evacuation; and
- Evaluate performance of staff on a weekly basis.
- Ensuring that staff maintain cleanliness in the bar and the floor including the clearing of empty glasses, the mopping of any spills etc;
- Handling of money, including reconciling tills, and changing money.

Bar Attendants are engaged in numbers necessary to meet changing customer demand. At least one Bar Attendant is to be engaged while the hotel is open for trade. The primary role of Bar Attendants is customer service, this includes the responsibility to ensure that alcohol is served responsibly and intoxication is prevented.

At all times the License is active and operational, the Licensee shall be a member of the Liquor Accord, and the Licensee or Managers shall frequently attend Accord meetings and actively participate in the business of the Accord.

## 2. Mode & Style of Operation

The Hotel has historically traded as a traditional Hotel venue with a focus on liquor by retail sales for consumption on the premises. The Hotel now trades with a focus on meals, beverages and live music.

The Hotel is characterised as a local hotel, rather than a destination hotel. It caters to residents from the local area and its immediate surrounds. The focus on meals and beverages is to appeal to the increasingly gentrified demographic in particular, leisure and dining options for families.

Sales of packaged liquor can be made over the bar, with no separate bottle shop located in the Hotel. The packaged liquor sales are intended for patron convenience only and it is not intended that the premises will conduct high volumes of these sales.

## 3. Trading Hours – Consumption on premises

The Hotel **Ground Floor** trades within the following hours:

|                  |                                  |
|------------------|----------------------------------|
| <b>Monday</b>    | <b>10:00am to 12:00 midnight</b> |
| <b>Tuesday</b>   | <b>10:00am to 12:00 midnight</b> |
| <b>Wednesday</b> | <b>10:00am to 12:00 midnight</b> |

|                 |                                  |
|-----------------|----------------------------------|
| <b>Thursday</b> | <b>10:00am to 12:00 midnight</b> |
| <b>Friday</b>   | <b>10:00am to 12:00 midnight</b> |
| <b>Saturday</b> | <b>10:00am to 12:00 midnight</b> |
| <b>Sunday</b>   | <b>10:00am to 12:00 midnight</b> |

The Hotel **First Floor** ‘**proposed trading hours**’ are as follows:

|                  |                                  |
|------------------|----------------------------------|
| <b>Monday</b>    | <b>10:00am to 12:00 midnight</b> |
| <b>Tuesday</b>   | <b>10:00am to 12:00 midnight</b> |
| <b>Wednesday</b> | <b>10:00am to 12:00 midnight</b> |
| <b>Thursday</b>  | <b>10:00am to 12:00 midnight</b> |
| <b>Friday</b>    | <b>10:00am to 12:00 midnight</b> |
| <b>Saturday</b>  | <b>10:00am to 12:00 midnight</b> |
| <b>Sunday</b>    | <b>10:00am to 12:00 midnight</b> |

The Hotel **Outdoor Licensed Area** including the **Temporary Outdoor (Alfresco) Area** extending along Abercrombie and Vine Streets, trade within the following hours:

|                  |                          |
|------------------|--------------------------|
| <b>Monday</b>    | <b>10:00am to 8:00pm</b> |
| <b>Tuesday</b>   | <b>10:00am to 8:00pm</b> |
| <b>Wednesday</b> | <b>10:00am to 8:00pm</b> |
| <b>Thursday</b>  | <b>10:00am to 8:00pm</b> |
| <b>Friday</b>    | <b>10:00am to 8:00pm</b> |
| <b>Saturday</b>  | <b>10:00am to 8:00pm</b> |
| <b>Sunday</b>    | <b>10:00am to 8:00pm</b> |

Under the City of Sydney Footway Usage Approval – FA/2025/105 temporary approval has been granted only to 30.06.2026.

The kitchen will generally operate daily between 12.00pm to 3.00pm for lunch and 5.00pm to 9.00pm for dinner. Food in the form of light meals and snacks shall be available for patrons at all times liquor is available for consumption at the Hotel.

#### **4. Entertainment**

The nature of entertainment provided at the Hotel includes live music performances, art exhibitions, trivia and the broadcast of major local and international sporting events reflective of the increasingly gentrified (local) demographic including families.

#### **5. Security**

Given the operational nature of the premises, employment of full-time security is not warranted.

Management may from time-to-time, engage security officers on busier evenings such as Fridays and Saturdays, or on days when larger events are programmed to assist with patron management and in particular vacating of the premises at the end of trading hours.

During all periods, staff members shall systematically patrol and monitor the premises and report back to the Hotel / Duty Manager.

All Bar Attendants and Managers engaged at the Hotel have completed an approved 'Responsible Service of Alcohol (RSA)' course and hold a valid competency card. This competency also includes training in the essential requirements of licensed premises; intoxication rules and policies; acceptable identification. Training will be ongoing and reviewed regularly by the Licensee & Hotel Manager.

The Hotel incorporates a strategically positioned closed circuit television (CCTV) system with 10 cameras to monitor patrons for security and safety purposes which best meet the expectations of management of the Eveleigh Hotel. Footage recorded is automatically deleted from the system after 28 days and in the unlikely event of an incident provided to NSW Police after any such request.

## **6. Proof of Age Identification**

Staff stationed at the bar are to undertake a stringent screening process of patrons. All patrons who appear under the age of 25 years are to be asked for identification. Bar attendants are only permitted to accept the following forms of identification:

- A driver's or rider's license or permit, issued by an Australian State or Territory or any foreign country;
- Australian passport or a foreign passport issued by another country;
- NSW photo card (issued by Roads and Maritime Services NSW);
- Proof of age card issued by a public authority of the Commonwealth or of another State or Territory for the purpose of attesting to a person's identity and age;

When checking identification Staff shall:

- examine all ID in a well-lit area where alterations will be spotted more easily;
- not inspect an ID through the window face in a person's wallet - staff will ask them to remove it;
- take the ID from the patron and take their time examining it;
- make sure the ID includes a hologram or other security feature;
- compare the photo with the patron presenting the ID to ensure that they match by paying particular attention to distinguishing facial features;
- feel around the photo, birth date and edges of the card, especially a card enclosed in plastic (laminated) and identify any wrinkles, bumps and air bubbles which could mean the ID has been altered;
- calculate that the date of birth of the ID does in fact confirm the person is at least 18.

Bar Attendants and Managers will monitor patrons to screen for any patron who appears to be intoxicated. Patrons who appear intoxicated will not be permitted the service of any further alcohol.

Bar attendants and Managers are to ensure compliance with all the conditions of the licence and regulations.

Bar Attendants and Managers will report any incidents requiring police attention immediately.

## **7. Capacity of Persons**

The combined capacity of both the Ground and First floors shall not exceed 200 persons at any given time including 10x staff, patrons and performers.

The First Floor is to be limited to a maximum of 100 persons including staff.

## **8. Sanitary Facilities**

The whole of Hotel facilities have been designed to cater for 200 persons.

A 'Performance Solution' was prepared to permit 'shared unisex toilets across the entire hotel in lieu of dedicated Male & Female facilities.

## **C. MANAGEMENT MEASURES AND STRATEGIES**

### **1. General**

Each staff member employed at the Hotel shall have completed an approved course of instruction in the Responsible Service of Alcohol.

A register must be kept on the premises containing copies of valid RSA competency cards. This register must be made available for inspection upon request by NSW Police or an authorised inspector.

The Hotel shall continually apply the house policies and practices on harm minimisation and responsible service of alcohol. A copy of the 'House Policy' is to be maintained in the register in which the valid competency cards of the Responsible Service of Alcohol course are filed.

The Hotel must ensure that notices outlining its policy and the legal requirements regarding intoxication are prominently displayed within the venue. Additionally, signage regarding the requirement to produce acceptable proof of age must be clearly displayed at all public entrances.

The Hotel has adopted and endorses the following guidelines as currently published on the website of the Office of Liquor and Gaming:

- Anti-Discrimination Guidelines for the Hotel and Accommodation Industry;
- Crime scene preservation guidelines;
- Liquor promotion guidelines;
- Intoxication guidelines - fact sheet;

- Prevention of Intoxication on licensed premises guidelines;
- Refusal of Entry and Patron Bans/Barring guidelines.
- Alcohol served by staff at The Eveleigh Hotel is to be by way of standard measures.

## **2. Alcohol Management**

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). The Hotel shall not apply extreme discounts to liquor as part of a promotion, if any.

The Hotel must ensure that 'free' drinking water is readily available to patrons, along with a range of non-alcoholic beverages for sale or provided complimentary, wherever alcohol is available for sale and consumption.

Low alcohol beer and non-alcoholic beverages are to be available at all times when full strength liquor is available. The pricing structure of low alcohol beverages is to reflect the lower wholesale cost of those beverages.

The Hotel shall prevent patrons from becoming intoxicated 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 management and if deemed to be reasonably impaired in mental or bodily functions, because of alcohol consumption, shall not be permitted to remain on the premises.

In the event a person is showing signs of intoxication on the premises, the licensee or the licensee's employees will:

- refuse to serve the person any alcohol after becoming aware that the person is showing signs of intoxication;
- ask the person to leave the premises and if necessary, assist or escort the person in the arrangement of a safe transport option; and
- if necessary, contact, or attempt to contact, a police officer for assistance in removing the person from the premises.

A responsible service of alcohol booklet is provided to all staff members to complete at commencement of employment and shall also be included in the staff hand book.

## **3. Minimisation**

Food service is provided at the Hotel as part of the harm minimisation strategy so-as-to ensure that the effects of alcohol may be mitigated. The Hotel shall ensure that menus are displayed throughout the premises and are to be available at the bar upon request.

#### **4. Licensing**

The Hotel must ensure full compliance with the conditions of its license and all applicable statutory requirements. The licensee is responsible for maintaining this compliance and must direct management to conduct regular audits to verify that statutory signage is correctly displayed and all regulatory obligations are being met in support of harm minimisation.

A compliance check is to be completed by the Manager and/or Duty Manager/s at the start of each shift to confirm that all required signage is in place and any other compliance matters are addressed.

The Licensee shall incorporate into regular staff meetings and notices topics on the responsible service of alcohol including signs of intoxication and preventing potential harm from alcohol use.

#### **5. Noise Management & Control**

The Hotel must ensure that noise generated from its operations does not exceed the background noise level by more than 5dB in any habitable room of a nearby residential property between 7:00am and 12:00am daily.

All openable windows and doors to Vine Street and/or Abercrombie Street are to be closed at 10pm daily.

#### **6. Patron Management**

It is acknowledged that while the Hotel has a degree of control over patron behaviour while on the premises, its influence is limited once patrons leave the venue.

Alcohol management practices will be upheld to reduce the likelihood of patron intoxication, thereby lowering the risk of inappropriate, anti-social, or noisy behavior after patrons depart the premises.

Level 1 allows for a flexible ancillary use and environment at times the ground floor area of the hotel becomes crowded. This allows for general relief of staff and to reduce stress and/or anxieties that may be generated during busier times. This area also allows for private bookings separate from normal operations on the ground floor minimizing any potential conflict. The portable undercounter bar fridges allow patrons to order drinks while on Level 1.

Closing procedures are designed to support a calm, staggered departure of patrons beginning 30 minutes before closing time. During this period, bar service will cease, all music will be turned off, and house lights will be brought to full brightness. Staff and management will remind patrons to leave the venue quietly and respectfully in consideration of nearby residents.

The Hotel will take all reasonable measures to ensure that both staff and patrons conduct themselves appropriately and respectfully when arriving at or departing from the premises, in order to minimise disruption to the local community. This includes, but is not limited to, the following actions:

- Displaying clear signage within the venue and at all entrances/exits advising patrons to depart quietly and respectfully.
- Maintaining a high-quality digital surveillance and CCTV system, both inside and outside the venue, to monitor and assist in addressing any anti-social behaviour occurring in or around the premises.

- Maintaining a strong working relationship with the local Police Area Command and implementing any reasonable strategies recommended by its officers.
- Strictly enforcing the hotel house policy for the Responsible Service of Alcohol, the hotel door policy and the provisions of the licensing legislation to ensure that patrons do not become intoxicated, and also refusing entry to the premises of those persons who appear to be intoxicated or under the influence of illicit substances.

The Hotel is committed to protecting the amenity of neighboring residents and will take all reasonable measures to minimise disturbances and anti-social behavior by patrons in the surrounding area.

## **7. Signage**

The Hotel will display signage at all entry and exit points reminding patrons to leave the premises promptly and quietly, out of respect for neighboring residents.

All signage associated with the Hotel will align with the aesthetic of the surrounding area and comply with liquor licensing laws. External signage will only be installed with the necessary consents or approvals in accordance with the Environmental Planning and Assessment Act 1979 and the Local Government Act 1993.

## **8. Complaint Management**

Any complaints received about the operation of the Hotel are to be dealt with in accordance with these provisions.

As part of the overall training of staff and security, instructions on how to deal with any complaints made by residents or businesses in the area are to be provided by the licensee and management.

Any complaint received by a staff member from a resident or business is to be referred to the licensee of the Hotel to deal with the complaint. In the absence of the licensee the complaint is to be referred to the Manager or Duty Manager. In any event, all complaints shall be recorded in the Complaints Register.

The Licensee shall be the designated person to handle all complaints. In the absence of the Licensee the Manager will handle all complaints and a report is to be made to the Licensee as a matter of urgency to ensure the matter has been handled expeditiously and properly. All matters are referred to the Licensee of the hotel for their attention and follow up.

The Licensee shall when available, take all telephone calls, correspondence and visits in person from residents or business operators.

If the Licensee is unable to take the call or visit, the resident or business should be informed and a time advised as to when the call will be returned or a return visit scheduled. If the call or visit cannot be returned within an acceptable time frame, then the Manager will assume responsibility.

The Licensee is to deal with the resident or business in a sympathetic and sensitive manner. The Licensee is to ascertain the nature of the complaint with the complaint is to be logged into the Complaints Register.

The complainant is to be provided with a copy of the Complaints Lodgment Form and encouraged to particularise the complaint in written form.

The Licensee is to inform the resident or business of how the complaint will be resolved and be proactive by asking the resident or business if the solution offered to the complaint is satisfactory. Any solution offered by the resident or business as to how the complaint should be resolved should be discussed.

Where a complaint cannot be resolved over the telephone, the resident or business operator shall be offered the opportunity of arranging a meeting with the Licensee or the Manager with a view to resolving the complaint.

The Complaint Register is to be completed noting the solution offered to the complainant and whether it was to the resident or business satisfaction.

The Complaint Register is to have the following headings:

- Date;
- Time;
- Resident or business name, if volunteered;
- Resident or business telephone number, if volunteered;
- Nature of complaint;
- Solution to complaint; and
- Resident or business satisfaction.
- The Complaint Register is to be kept in the office.

The Licensee is to note in the Complaint Register the incident to ensure a true and proper history is recorded for future reference.

It is noted that in some instances, a resident or business complaint may need only be logged for reference purposes only.

## **9. Minors**

Minors (under the age of 18 years) are authorized within the 'whole of licensed premises' under appropriate adult supervision excluding the Kitchen, Cellar and Cool Rooms.

## 10. Waste Management, Cleaning & Maintenance

Storage for waste disposal is located at the rear of the building.

All paper and cardboard waste is to be broken down into flat packs and stored inside the waste disposal area at the rear of the building. All glass waste is to be stored in the waste disposal area for collection.

The premises is subject to daily cleaning by dedicated cleaning staff out of hours. Regular cleaning by bar staff during operating hours is to be conducted as part of regular duties being subject of checking by the Manager and/or Duty manager.

A licensed contractor is engaged to remove all waste and materials suitable for recycling from the premises.

## 11. Commitment to Compliance

The Eveleigh Hotel is committed to:

- Adhering to all license conditions and relevant legislation.
- Maintaining strong ties with community stakeholders and authorities.
- Operating in a manner that supports the amenity of the surrounding neighborhood.

The Hotel may at any time update, add or delete from the Management Plan where circumstances and practices change.



Licensee Signature

**TODD BUNCOMBE**

Licensee Name

Date: **25 November 2025**

## ATTACHMENT No.01 - HOUSE POLICY

1. The Hotel and its' employees will not engage, encourage, or permit in any liquor promotion that is likely to promote irresponsible service or the rapid consumption of liquor.
2. The Hotel will not serve alcohol to any person who is showing signs of intoxication and will refuse entry or further service to any such individual.
3. The Hotel will promote the service of non-alcoholic beverages and low alcohol products and ensure that free drinking water is made available.
4. In the event the kitchen is not open, light meals will always remain available when the Hotel is operating.
5. The Hotel will not permit intoxication or any indecent, violent, or quarrelsome conduct on the premises. Any person found to be showing signs of intoxication or engaging in such behavior will be refused service and asked to leave. Where appropriate, the Hotel will assist in arranging a safe means of transport for the individual. If necessary, the Hotel will contact — or attempt to contact — NSW Police for assistance in safely removing the person from the premises.
6. The Hotel will make arrangements for a taxi to be called when requested by patrons.
7. No person under the age of 18 years will be served liquor at the hotel and photographic identification will be required to be produced for anyone that looks under the age of 25 years. The only proof of age identification that is acceptable at the hotel are:
  - A driver's or rider's licence or permit (issued by an Australian State or Territory or any foreign country);
  - Australian passport or a foreign passport issued by another country;
  - NSW photo card (issued by Roads and Maritime Services NSW);
  - Proof of age card issued by a public authority of the Commonwealth or of another State or Territory for the purpose of attesting to a person's identity and age;
  - Key pass (over-18) identity card issued by Australia Post.



## **ATTACHMENT No.02 - LICENSED AREAS (LIQUOR LICENCE)**



## **ATTACHMENT No.03 - FLOOR PLANS**