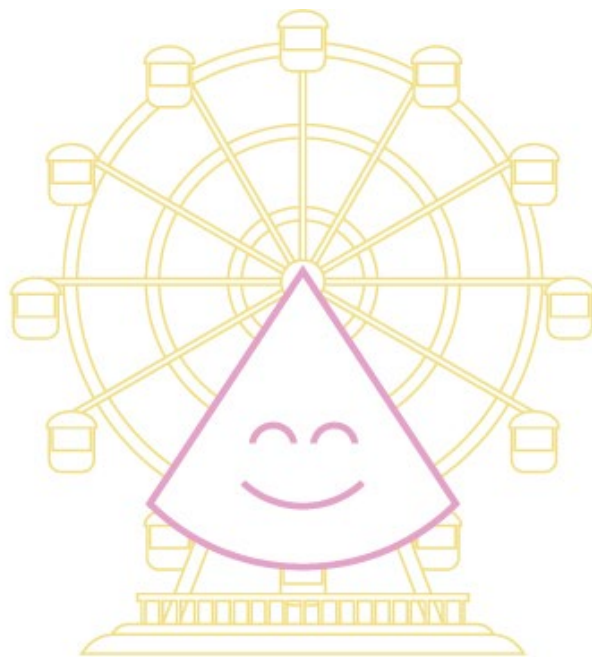


# Venue Management Plan



**SOUTH WHARF SOCIAL**

This plan was produced by The Trustee for Tamara Allen Trust t/a South Wharf Social as a generic plan, to be used as a resource for management and staff of the licenced premise. The plan is not intended to be an independent program in itself, and relies on **regular** and thorough briefings, alterations, and training of staff to cover specific issues, tasks, and areas of responsibility.

Information contained in this plan is required to be updated on a regular basis to cover changes in laws and to identify current issues, and is current at the time of printing. The date this plan was last updated is indicated in the date stamp located at the bottom of this page.

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## Introduction

This Venue Management Plan is designed to assist all staff in completing their job more efficiently, offering patrons a unique and safe experience, and to minimise any risk of assault or injury to patrons and others.

Our community, residential and commercial neighbours are important to the venue. The level of comments or complaints from our neighbours is often a barometer of how well we do our job as operators of a licensed premises.

This Venue Management Plan should be used in conjunction with regular and thorough briefing from Managers to ensure that all staff fully understand the duties and the obligations that the venue as a licensee is responsible for.

The success of this Venue Management Plan will be measured by the number of patrons that lodge complaints, are evicted from or injured at the Venue, or the number of breaches of laws identified by the Police or Gambling & Liquor Inspectors from Liquor Control Victoria.

## Position Responsibilities

### 1 Service Staff

#### Reports to:

Manager

#### Responsibilities:

To maintain the venue's principles of customer service and to ensure all aspects of cleanliness represent our high standards. A good eye for detail is a pre-requisite for the job.

All Service staff must have completed their Responsible Service of Alcohol ("RSA") workshop. It is the responsibility of staff to provide a copy of their certificate within 1 month of commencing employment.

#### 1.1 Cleaning Spills

It is imperative that spills are to be cleaned up as a priority job. The venue has an obligation to ensure that patrons and staff are safe whilst in the premises and for this reason, substantial spills likely to place patrons at risk of slipping MUST be cleaned as a matter of urgency. In some situations, this may also require the placement of warning signs.

The site of a spill is not to be left unattended. When a spill has been identified, a staff member MUST remain at the spill until it can be cleaned or a warning sign placed into position.

As part of their duties, waiting staff are to be mindful of spills and slippery areas. As part of roving patrols around the venue, staff must look for those areas where spills are likely to occur and where patrons' safety could be compromised.

In situations where a spill cannot be quickly and easily cleaned, patrons should be relocated into another area so that the spill can be cleaned without interference to those patrons.

#### 1.2 Clearing Tables / public areas

Staff are to ensure that glass, bottles, plates, or other rubbish is removed from tables, or other areas (including toilets) on a constant basis.

### 1.3 Patron Observations

Staff have the best opportunity of all staff to effectively monitor the behaviour of patrons. For this reason, where a staff member identifies a patron is drunk, violent, or quarrelsome or appears to be drug affected, they are to immediately notify the Manager with a view for them to take appropriate action.

Under no circumstances is a waiting staff member to become involved in resolving these issues themselves.

### 1.4 External Cleaning

In some situations, staff members may require that other areas need to have rubbish removed or in some cases, wash away spilled fluids.

In these situations, or indeed if the staff member identifies the need to undertake these duties themselves, they must be performed. One of the requirements of the venue's liquor licence is to ensure that the amenity of the area is not interfered with. The removal of rubbish is of paramount importance to ensure that the venue satisfies this requirement. For this reason, the vicinity of the venue MUST be inspected by the Manager at the completion of trade.

### 1.5 Internal Cleaning

Staff are responsible for ensuring that all internal areas used by patrons are left clean, and safe. Particularly areas such as toilets, are to be checked for slippery floors.

### 1.6 Refusal of Service

When a staff member decides to refuse service, it must be done in a way so as to reduce the chance of any conflict. Where a staff member has refused service to any patron, that decision is only able to be overridden by the Manager, and only then under exceptional circumstances, having regard to the licensees' responsibility under the Liquor Control Reform Act relating to serving intoxicated patrons.

When a patron has been refused service, the General Manager or manager on duty is to be informed as soon as possible so that other staff are advised of the refusal.

Some approaches to consider include:

- Use tact. Be polite when telling the patron you will not serve them anymore; preferably inform them in a manner so that other patrons do not hear to reduce the risk of embarrassment.
- Tell them firmly by law that you are not allowed to serve them.
- Management policy is to offer a non-alcoholic drink. Bar staff should suggest water, juice or soft drinks or perhaps to retire for the evening.
- Notify the manager or licensee.
- The decision to refuse service to a patron is that of the Staff Member.

### 1.7 Signs of Drunkenness

In order to carry out their role and responsibilities effectively, waiting staff should be familiar with the physical signs of drunkenness. A person who is drunk, will generally show some or all of the following characteristics, to a significant extent:

- Be staggering or unsteady on their feet, to a point where they either fall over or rely on artificial means to retain their balance.
- Be unconscious or asleep and have difficulty being raised
- Have extremely slurred speech to a point where all words are difficult to understand

In situations where bar staff identify a drunk patron, a Supervisor or the Manager **MUST** be advised so that the person can be removed from the premises in accordance with these instructions

### 1.8 Signs of Intoxication

A person is deemed to be intoxicated if their speech, balance, co-ordination, or behaviour is noticeably affected and there are reasonable grounds for believing that this is the result of the consumption of liquor. A person who is intoxicated, will generally show some/all of the following characteristics, to a noticeable extent:

- Noticeable changes in behaviour
- Decreased alertness
- Clumsiness
- Lack of judgement
- Loss of co-ordination

When considering these characteristics, keep in mind that they must be as a result of the consumption of alcohol. Be aware of disabilities when considering whether a person is intoxicated.

Where a person has been identified as being intoxicated, the Manager is to be informed so that other staff are advised of the refusal.

### 1.9 Underage Drinking

A person under 18 years of age is not permitted to consume any alcohol on the licensed premises at all, under any circumstances.



## 2 Bar Staff

### **Reports to:**

Manager

### **Responsibilities:**

To serve customer beverage demands in a friendly and efficient manner, ensuring product is of a consistent, high quality and that bar areas are clean and organised at all times.

All bar staff must have completed their Responsible Service of Alcohol (“RSA”) workshop. It is the responsibility of staff to provide a copy of their certificate within 1 month of commencing employment.

### 2.1 Refusal of Service

When bar staff decide to refuse service, it must be done in a way to reduce the chance of any conflict. Where a staff member has refused service to any patron, that decision is only able to be overridden by the General Manager, and only then under exceptional circumstances, having regard to the licensees’ responsibilities under the Liquor Control Reform Act relating to serving intoxicated patrons.

When a patron has been refused service, the Manager is to be informed as soon as possible so that other staff are advised of the refusal.

Some approaches to consider include:

- Use tact. Be polite when telling the patron, you will not serve them anymore; preferably inform them in a manner so that other patrons do not hear to reduce the risk of embarrassment.
- Tell them firmly by law that you are not allowed to serve them.
- Management policy is to offer a non-alcoholic drink. Bar staff should suggest water, juice or soft drinks or perhaps to retire for the evening.
- Notify the manager or licensee.

### 2.2 Signs of Drunkenness

In order to carry out their role and responsibilities effectively, bar staff should be familiar with the physical signs of drunkenness. A person who is drunk, will generally show some/all of the following characteristics, to a significant extent:

- Be staggering or unsteady on their feet, to a point where they either fall over or rely on artificial means to retain their balance.
- Be unconscious or asleep and have difficulty being raised
- Have extremely slurred speech to a point where all words are difficult to understand

In situations where bar staff identifies a drunk patron, the Manager MUST be advised so that the person can be removed from the premises in accordance with these instructions.

### 2.3 Signs of Intoxication

A person is deemed to be intoxicated if their speech, balance, co-ordination, or behaviour is noticeably affected and there are reasonable grounds for believing that this is the result of the consumption of liquor. A person who is intoxicated, will generally show some or all of the following characteristics, to a noticeable extent:

- Noticeable changes in behaviour
- Decreased alertness
- Clumsiness
- Lack of judgement
- Loss of co-ordination

When considering these characteristics, keep in mind that they must be as a result of the consumption of alcohol. Be aware of disabilities when considering whether a person is intoxicated.

Where a person has been identified as being intoxicated, the Manager is to be informed so that other staff are advised of the refusal.

### 2.4 Proof of Age: Power to demand

The power to request that a person who is in or attempting to purchase liquor, to provide evidence of age, name and address is contained in Section 126 (b) of the Liquor Control Reform Act:

Bar staff are liable for serving underage patrons, so if they are in any doubt as to a person's age, they must request proof of age and only accept appropriate evidence of age documents.

## 2.5 Responsible Serving of Alcohol

It is a requirement of the venue that all staff involved in the supply of alcohol must have undertaken an RSA workshop. As a condition of employment, all staff MUST produce to Management a photocopy of their RSA Certificate within one month of commencement of employment.

The venue requires that all front-of-house staff refresh their knowledge of RSA every three years. This can be through the V.G.C.C.C.'s Internet based refresher course. Staff members must produce evidence of having refreshed their knowledge of RSA every three years.

The venue has a number of low or non-alcoholic drinks and these should be suggested to those patrons nearing intoxication, as an alternative to full strength products.

The venue provides free drinking water and staff shall ensure that water is constantly available to customers, whilst in the venue.

## 2.6 Underage Drinking

A person under 18 years of age is not permitted to consume any alcohol.

## 2.7 Leaving the venue with alcohol

A person who has attended the venue must not take any alcohol from the premises. All alcohol is to be consumed on premises only.

Alcohol is not permitted past the white picket fence line. If staff see patrons leaving the area with alcohol, they must ask them to return to the licensed area.

### 3 Manager

**Responsibilities:**

The venue's Manager is responsible for the effective management control of the property and should be aware of legal aspects relating to the business such as;

- Responsible serving of Alcohol
- Proper checking of evidence of age documents.
- Underage drinking
- Intoxication
- Licensing restrictions
- Planning Permit restrictions
- Prevention of smoking within the venue
- Sexual harassment
- Unfair dismissal
- Worksafe
- Award conditions
- Occupational Health & Safety

The Manager is expected to comply with the guidelines of accepted behaviour, including never being intoxicated on the licensed premises, never making statements to the media, and never conducting oneself in an unethical, dishonest or unprofessional manner. The position requires that the Manager be hands on when necessary.

Communication with police and Liquor Control Victoria's Liquor Inspectors is also important to make sure issues are identified and acted on as required.

#### 3.1 Bar Staff

The Manager is responsible for ensuring that Bar Staff are assigned duties each operational shift at a level that allows those Bar Staff to perform their duties in a correct manner, having regards to the requirements of the venue's liquor licence and in accordance with Responsible Serving of Alcohol principles.

#### 3.2 Service Staff

The Manager is responsible for ensuring that Service Staff are assigned duties each operational shift at a level that allows those staff to perform their duties in a correct

manner, having regards to the requirements of the venue's liquor licence and in accordance with Responsible Serving of Alcohol principles.

## General Instructions

### 4.1 Arrival at Work

All persons are to report for duty with sufficient time to be in place by their scheduled time. This time does not allow for a change of clothes or other preparatory undertakings.

In situations where staff are not able to attend their rostered shift, they are to contact (or cause contact to be made by another) the Manager directly as soon as possible, once the decision not to attend work has been made. This is to enable the Manager to find replacement staff prior to the commencement of the rostered shift. An S.M.S. text message is not sufficient means of reporting absence from work. Staff MUST communicate directly with the Manager.

Staff who do not make such contact within reasonable time frames will cause disruption to the operation of the business and those who cannot justify their actions of not notifying the Manager will face disciplinary action.

### 4.2 Uniform Requirements

All staff are to wear and maintain the uniforms provided by the venue. The need for staff to be dressed to a high standard is a condition of employment.

### 4.3 Dress standard

- All attire is to be clean and neatly pressed.
- Footwear must be clean, enclosed & in good repair and worn at all times.
- Provided uniform items will be replaced when required. When staff ceases employment with the venue, all provided uniform items are to be returned. Items provided by the venue remain the property of the venue.

### 4.4 Alcohol and Drugs

The use of alcohol and illicit substances whilst on duty is strictly prohibited. No staff member is to present for work in an alcohol or drug affected manner. Staff who present in this manner or otherwise become alcohol or drug affected whilst on duty, will be immediately dismissed in accordance with the venue's conditions of employment.

Additionally, any member of staff found to be involved in the distribution of illicit drugs will be dismissed, in accordance with the venue's conditions of employment, and the Police informed.

#### 4.5 Lost Property

From time to time, patrons may leave property items when they leave the venue. Any staff member who locates any items of clothing or property is to give those items immediately to the Manager.

The Manager will make arrangements for the property to be transferred to the office where a support staff member shall record information about the items. Wherever possible the owner of the property should be identified and contacted and requested that they collect the items or have the items mailed to the owner (at their personal expense).

The items are to be retained for a period of 14 days. At the expiration of that time, a support staff member shall transport the items to the local Police Station for attention by the Police, or as otherwise disposed of in accordance with the requests of the Police.

It is the instruction of the venue that items (other than clothing), if not returned to the owner by the Police, are to be left with the Police for disposal in accordance with their internal procedures.

#### 4.6 Disabled Patrons

Disabled patrons are welcome and every possible courtesy shall be extended to them. Disabled people are not to be discriminated against in any manner. Some disabilities present as showing similar characteristics to that of intoxication. Staff are to determine the patron's demeanour as either intoxication or a disability BEFORE taking any action.

#### 4.7 Drink Spiking

Drink spiking is the practice of adding alcohol or another substance to a drink without the knowledge of the person who will be consuming it. Drink spiking is a serious crime with severe penalties for persons convicted. Alcohol is still the most common drug used to spike drinks. However, other drugs such as GHB may be added to a patron's drink unknowingly.

All Staff must be on the lookout for:

- Persons putting any substances into another person's drink or pouring two or more drinks into one glass.
- Persons requesting "triples".
- Anyone appearing to be plying another person with excessive amounts of alcohol.
- Persons appearing to be excessively intoxicated despite not having consumed much or no alcohol at all.
- Verbal and physical cues from an apparently intoxicated person that they are not comfortable with the person/s escorting them from the premises. Ask them if they need assistance or a taxi. Ask the person escorting them for identification and record their details. This may prevent an incident occurring.
- Escort distressed patrons to a quiet area within the venue and advise the Manager or other appropriately trained staff member.

In order to protect patrons from allowing their drinks to be spiked, any drink found to be left unattended by any member of staff, is to be removed from the public area and disposed of.

Where patrons object to this policy, the patrons are to be reminded of the potential for drink spiking and explained that the reason for the drink's disposal was to enhance the patron's safety.

In those situations where a patron continues to object to this practice, the staff member shall report the matter to the Manager who, at their discretion, is permitted to replace the drink for the patron free of charge.

#### 4.8 Complaints

From time to time, neighbours, or other persons may complain about the manner in which the venue is operated. Whenever a person complains about any aspect of the operations, whether factual or not, the person receiving the initial complaint or comment is to immediately record the details of the person making the complaint into the Liquor Licensing File/folder.

As a matter of priority, the primary focus of any substantiated complaint must be to resolve it.



Wherever possible, if this person is present, they are to be introduced to the Manager who will investigate the complaint. Where this is not possible, the person receiving the complaint is to document (whenever possible) all relevant information such as

- The name & address of the person making the complaint;
- The full circumstances of the complaint;
- Whether there are any other person(s) involved; and
- What action the person requires.

Regardless of who investigates, wherever a complaint about the operations of the venue has been received, the Manager will ensure that the complaint is investigated fully. At the completion of the investigation, the complainant (where known) is to be notified of the investigation and the result.

Where necessary these instructions are to be updated to reflect new or better procedures so that similar matters are reduced in the future.

#### 4.9 Conciliatory Meetings

Meetings involving the Manager and neighbours are to be scheduled on an as needs basis. The meetings must be attended by the Manager and, if necessary, other appropriate staff.

The meetings may be convened at any location deemed appropriate and minutes recorded. The purpose of these meetings is to provide a forum to discuss any issues with venue management and reduce the likelihood that the operation of the venue will be detrimental to the amenity of the neighbourhood.

In some situations, as a result of these meetings, this plan will need to be amended to reflect changes in instructions. The Manager is responsible for ensuring that this plan is appropriately altered, and any new instructions carried out in accordance with this plan.

#### 4.10 Crimes Committed Within the Premises

The Venue values its customers' safety. As part of that commitment, it is imperative, that if a staff member identifies that a customer may become the victim of a crime, the staff member is to take a pro-active approach to prevent the crime from occurring.

Staff should be aware of:

- ◇ Unattended valuables
- ◇ Patrons who become distressed for unknown reasons

In some situations where crimes do occur, the victim should be asked if they wish to report the matter to the Police. In any case a report of any crime within the premises should be immediately brought to the attention of the Manager.

If a patron wishes to report the matter to the Police, the Manager should assist the patron to satisfy the reporting of the matter.

In situations where the patron cannot make a decision (due to injury or otherwise) to report a crime to the Police, the Manager MUST immediately report the matter to the Police. In any case, where a patron is injured as a result of a criminal act and the extent of the injury requires the patron be directly transported from the venue by an ambulance or otherwise to a hospital or elsewhere for medical treatment, the Manager MUST report the matter to the Police for their investigation, unless the patron themselves insists that the matter not be reported.

In situations where the offender of a serious crime has been identified, and Police are to be called, the offender should be prevented from leaving the premises by staff until Police arrive, having regard to powers of arrest contained within the Crimes Act and indeed the safety of staff, patrons and the offender themselves.

Where no such arrest power exists or the offender cannot be prevented from leaving, all reasonable attempts should be made to identify the offender.

Matters that would assist the Police would include (but are not limited to):

- ◇ A physical description of the person;
- ◇ Details of any known associates;
- ◇ Details of any vehicles used by the offender to decamp;
- ◇ Video surveillance footage of the offender/incident; and
- ◇ Details of any witnesses to the incident.

#### 4.11 Identifying Risks (Safety and Security Risk Assessments)

During the course of their duties, staff will from time to time identify potential risks within the venue. Those risks may be to other staff or patrons. Examples of potential risks are broken glass, damaged or faulty fixtures and inoperative lighting.

Where potential risks are identified and the situation cannot immediately be safely resolved by the staff member themselves, it is to be brought to the attention of the Manager for their investigation and attention as soon as possible.

#### 4.12 Venue Maintenance

The Manager is responsible for ensuring that the venue is in a safe condition, suitable for the presence of patrons. With that in mind, the Manager shall ensure that the venue is inspected (and where necessary – equipment tested) on a daily basis.

The inspection should include (but is not limited to) inspection of floor surfaces, electronic equipment, lighting, emergency exits and lighting, electrical leads and connections, furniture, pest control, doors, and air conditioning.

#### 4.13 Staff Training

The need for on-going training for all staff cannot be overstated. All bar and Service Staff must undertake RSA refresher training as per legislative requirements every three years. The Manager is responsible for ensuring that this training is undertaken by all staff.

#### 4.14 Patrons Foreseeing Incidents

In some situations, patrons may approach staff members requesting “protection” or forewarning of an incident. Public Liability case studies have found that in those situations, the licensee can face blame for any subsequent injury or loss suffered. On that basis, staff need to understand that the venue cannot guarantee those patrons their safety.

In situations where patrons have foreseen injury, the person who allegedly has been identified as a potential person likely to cause the injury or who is being quarrelsome is to be ejected from the premises. This instruction is to be followed explicitly and is not open to review by any staff member.

In situations where the alleged “suspect” cannot be identified or located, the person who made the allegation is, subject to ensuring the person’s safety, politely requested to leave. The venue must protect itself wherever possible from Public Liability Claims

and if a potential “victim” to an assault or other crime can be protected by either the removal of the “suspect” or by the “victim” leaving the premises, then that action must be taken.

Any staff that are forewarned of a potential incident must bring that information to the Manager for attention in accordance with these instructions.

#### 4.15 Smoking

Smoking is not permitted at the venue in accordance with the *Tobacco Act 2002*. In the spirit of the legislation patrons will be discouraged from leaving the venue to smoke.

#### 4.16 Security and Safety Risk Assessments

As part of the venue’s obligation to providing a safe work place, the Manager shall ensure that in consultation with other staff, that an audit is undertaken on a regular basis (this may vary depending on changing circumstances) to identify security and safety risks throughout the venue.

Matters for consideration for the Security and Safety Risk audit may include (but are not limited to):

- Ear-borne communication devices;
- Image capturing equipment;
- Staff induction procedures;
- Staffing levels;
- Noise;
- Lighting including the identification of black holes and potential need for manual observations over electronic;
- Monitoring of staff in secluded or isolated areas within the venue;
- Consideration of strategic locations for observations – appropriately staffed and safe;
- High visibility uniforms;
- Emergency Signalling devices; and
- Welfare break arrangements.

#### 4.17 Internal Observations – Key Positions

All staff shall ensure that there are on-going observations within the vicinity of all areas available to the public having regard to the requirements of the Liquor Licence, patron mix, patron numbers, patron behaviour, and other considerations.

Staff are to ensure that their positioning is appropriate having regard to the most efficient coverage of the venue.

#### 4.18 External Observations

The venue does not have any external areas and the venue's liquor licence prohibits patrons from leaving the premises with alcohol. All staff are to ensure that at no time a patron leaves the premises' white picket fence area with alcohol.

At the conclusion of trade service staff shall ensure that patrons leave the venue in an orderly manner. The service staff are to ensure that patrons do not loiter in the area and that the patrons are encouraged to leave quickly and quietly having regards to the amenity of the area.

Some circumstances may necessitate the extension of boundaries of operations to cater for security needs beyond the immediate venue. These circumstances may occur, for this reason, the Manager MUST undertake a Safety and Security Risk Assessment prior to any staff member being tasked with any responsibility for patrolling outside the venue's designated workplace boundary.

Exclusion of this policy may be in the event of an indictable offence (physical assault, burglary, rape etc) being undertaken outside the venue's designated workplace boundary, provided it is safe to do so.

#### 4.19 General Patron Behaviour

The Manager is to ensure that patrons enjoy the venue's facilities without having to be subjected to other patrons' misbehaviour. With that in mind, the venue operates under a "zero tolerance" philosophy in relation to patrons that misbehave.

This philosophy is enacted to ensure that those circumstances that may present as being minor in nature initially do not have an opportunity to escalate.

The Manager is to be vigilant in the monitoring of patrons to ensure that those who misbehave do not allow other patrons' enjoyment to be interfered with.

Where patrons are identified as misbehaving, the Manager is to remove the patron in accordance with the instructions contained within these procedures.

See also Non-Violent Conflict Resolution, Conflict Resolution Techniques, Ejecting Patrons, Barred Patrons, Intoxicated Patrons and Drunk and Disorderly Individuals.

#### 4.20 Amenity

Part of the venue's Liquor Licence is the requirement to ensure that the amenity of the vicinity is not unreasonably disturbed by the operations of the venue.

The Manager is to take all reasonable measures to ensure that patrons and those attempting entry into the venue, do not detract from the amenity of the vicinity of the venue, having regards to other premises or residential neighbours within the area.

As part of this instruction, the Manager is to instruct other staff to ensure that rubbish is removed and that those queuing to gain entry into the premises, and also those leaving the venue, do so in a quiet and orderly manner.

Where any staff member witnesses a person causing damage to property, the person is to be held (having regards to the Powers of Arrest contained within the Crimes Act) and the Police called for them to investigate the damage caused.

Where the damage is not witnessed by a staff member, details of the incident should be recorded in order for the Police to be assisted in their investigation of the damage.

#### 4.21 Ejection of Patrons

Any individual who is identified as being quarrelsome or involved in drug use, violence, drunkenness or other anti-social behaviour must be ejected from the premises. The ejection is to be undertaken using a minimum of force. In most situations this can be achieved with appropriate communication skills.

Ejections should be undertaken with speed, and with a superiority of numbers, having regard to the safety of staff and the person being ejected. Staff should not get into a verbal argument about whether a patron should or should not be ejected. The Manager should undertake an investigation as to why an ejection is or is not warranted

and make a decision. They should not delay making a decision as this indecisiveness may cause further arguments.

No ejection is to occur without the knowledge of the Manager, who, where possible, will supervise the removal of the patron. Wherever possible, the identity of the person being ejected should be obtained.

Patrons who are involved in disputes with other patrons are to be removed from the premises using opposing exits or by delaying the ejection of one of the parties. This is to reduce the possibility of patrons continuing their disagreements once ejected. In situations where a dispute appears likely to continue, the Manager should request the attendance of the Police to ensure that further assaults do not occur.

Wherever possible, patrons who are to be ejected should be removed from the premises with the least interference to other patrons. In some situations, this may necessitate their removal from an entrance other than the front main entrance.

Patrons who have been ejected from the premises for drunkenness or drug use, are to be ejected having regard to their on-going welfare. In situations where patrons are not able to be cared for by a sober, responsible adult, the patron should be afforded the opportunity to be driven home by taxi or other appropriate means. Under no circumstances is a drug affected or drunken patron to be left to their own devices, unless the patron themselves insists.

In situations where patrons are to be restrained, either for their own welfare or where the restraint is necessary to hold a patron for Police (pending their arrival), then the patron is to be restrained having regard to preventing restraint asphyxia.

In situations where a patron is restrained, the Manager MUST supervise the patron whilst the patron is being restrained.

#### 4.22 Intoxicated Persons

All staff have a responsibility on behalf of the licensee to ensure that liquor *is not supplied to an intoxicated person*. Service staff must also make sure that no individuals buy drinks for or on behalf of an intoxicated person.

In relation to this instruction, service staff, as part of their roving patrols, are to ensure that intoxicated patrons are not consuming alcohol. Where it becomes apparent that other patrons are supplying alcohol to intoxicated patrons, the waiting staff are to firstly warn the patrons supplying the alcohol to cease and in the second instance those patrons are to be ejected from the premises, once the matter has been brought to the attention of the Manager.

#### 4.23 Drunk and Disorderly Individuals

The Licensee must ensure that patrons who become or are drunk, are not permitted to remain on the premises, having regard also to their welfare.

All staff have a responsibility to ask any person to leave licensed premises when they are drunk, violent or quarrelsome. Any individual who is drunk, violent or quarrelsome after they have refused a request to leave must be ejected from the premises. The ejection is to be undertaken using the techniques contained in these procedures and with a minimum of force. No ejection is to occur without the knowledge of the Manager who MUST supervise the removal of the patron.

#### 4.24 Seizure of 'Evidence of Age'

An "Evidence of Age Document" (except a driver's licence) may be seized from a person if a staff member reasonably believes that:

- The person producing the document is not the person on the document.
- The document contains false or misleading information about the age or name of the person.
- The document has been forged or fraudulently altered.

If a document is seized it must be given to the Police. The Manager is responsible for forwarding seized documents to the Police on a regular basis.

#### 4.25 Presentation

The venue prides itself on its presentation and that of its staff. For this reason, it is imperative that all staff:

- ◇ Males – be cleanly shaven, including neatly trimmed moustaches and beards. Long hair is not recommended however is acceptable if tied back.
- ◇ Females – Neatly groomed hair must be tied back to pony tail, plaits or a bun.
- ◇ Meals are permitted during breaks, but only within quiet areas within the venue.