



Elanora Hotel Pty Ltd

Operational Management Plan

Proposed Elanora Hotel & Motel
41-45 Victoria Street, East Gosford

July 2024

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1 Introduction

1.1 Purpose and Background

This Operational Management Plan (OMP) has been prepared in support of a redevelopment of the Elanora Hotel site in East Gosford. This OMP outlines the management of the redevelopment site and premises, security protocols, transport operations including a shuttle bus and car parking, acoustics and noise management, and waste management. The plan establishes a framework for the management of ongoing operations.

It should be noted that the "Elanora Hotel" currently has a Plan of Management that it operates under which has been updated in accordance with the appropriate liquor and gaming provisions. This is included in Appendix A and should be referred to for all operations of the hotel component of this proposal relating to liquor, gaming and related operational procedures. This OMP therefore is limited to the Motel and Bottle-shop operations, Hotel operations relating to waste and non-gaming and liquor and their relationship with the hotel and surrounds.

A copy of the plan is to be kept on site.

1.2 Proposal

The proposal is for redevelopment of the Elanora Hotel site, including:

- Demolition of the former motel and other structures on the site (existing bottle shop, commercial premises, car wash and car park);
- Alterations and additions to extend the hotel to the north-east, along Adelaide Street, and including service areas on a part level underneath;
- A new 3 storey 60 room motel facing Brougham Street;
- A new drive-through bottle shop facing Victoria Street;
- New car parking areas across two levels at the rear of the hotel and motel; and
- New access driveways to Victoria Street, Adelaide Street and Brougham Street.

1.3 Objectives

The objectives of the OMP are as follows:

- Provide a document that can be easy to follow and will outline how the motel, bottle-shop and relevant parts of the Hotel will be managed and maintained.
- Ensure that the plan provides appropriate policies and procedures to ensure the responsible operation of the motel and bottle-shop and where applicable the Hotel.
- Ensure that servicing of the site is undertaken in a coordinated, safe and appropriately managed manner with minimal impact on the nearby residential and commercial area.
- Make sure that vehicle access and traffic generation associated with the hotel and motel has minimal additional impact on the local road and nearby parking.
- Guide operation of the shuttle bus that will operate for the hotel and motel for nearby residents.
- Create a safe environment for staff, motel guests, hotel patrons, and the community.

- Ensure staff are appropriately trained and have an understanding of operating and management procedures to ensure guests and patrons are served in a responsible and professional manner.
- Create a procedure to respond promptly and professionally to concerns of guests, patrons and community.

2 The Site & Locality

The Elanora Hotel is currently located at 41-45 Victoria Street, East Gosford, on a site comprising multiple allotments. The site is located on a corner lot and is bound by Victoria Street to the west, Adelaide Street to the north, Brougham Street to the east and residential development and a fire station to the south. The site has existing vehicle access from Victoria Street, Adelaide Street and Brougham Street.

The site is located on the south-eastern edge of a local commercial centre along Victoria Street in East Gosford, which is a primarily residential area and features a number of public parks and local schools. The site is adjoined to the north-west by commercial food and drink and retail premises, and to the south, east and west by residential development of various densities.

The site at present contains the Elanora Hotel (a licensed premises) in the eastern corner, commercial tenancies in the southern portion of the site, a motel building in the northern portion and associated car parking throughout the site. The site has been largely developed, and on-site vegetation is limited to landscaping and adjacent street trees.

East Gosford is located in the Central Coast Local Government Area (LGA). Victoria Street is part of an important local road corridor through the suburb and partially a classified road, providing a connection between the Central Coast Highway through Gosford to the north west and Erina to the east.

An aerial view of the site, outlined in red, is provided in Figure 1, and an aerial view of the wider locality of East Gosford surrounding the site is shown in Figure 2.



Figure 1: Aerial view of site (Nearmap 2023)



Figure 2: Aerial view of East Gosford locality (Nearmap 2023)

3 Motel Operation

3.1 Operating Hours

The proposed operating hours for the motel are 24 hours which enables those proposing to stay at the motel to check in at any time.

The motel will contain 60 rooms over three storeys. Reception is located at the lower level of the premises with access to the internal car park and pedestrian access from Brougham Street. Reception will be available 24 hours a day, seven days a week. Access will be limited to the reception and communal areas from 10.00pm until 6.00am to motel guests only.

3.2 Vehicular and Pedestrian Access

148 car parking spaces have been provided over two levels, ground and lower level for the entire development.

The traffic assessment has recommended the following parking allocation:

- *The 19 spaces directly adjacent to the Motel (spaces 57 to 75) will be allocated to Motel parking on a permanent basis by installing signs on galvanised posts.*
- *The 23 spaces directly across the other side of the parking aisle (spaces 37 to 44 and 76 to 90) will have temporary signs, such as sandwich boards, positioned by staff depending on the expected Motel occupancy rate. The placement and removal of these signs may need to be adjusted during the day and staff would need to be available to place or remove signs accordingly.*
- *Staff may also need to act as parking attendants within the car park directing customers to parking spaces based on their intended use of the facilities (Hotel or Motel).*

Vehicular access to the parking will be via a driveways to/from Adelaide, Victoria and Brougham Streets.

Pedestrian access to the Motel will be from the lower level car park and footpath on Brougham Street to a reception area and elevators.

3.3 Patrol / Guest Management

3.3.1 Patron Arrival

The lobby will be clearly marked and identified and will be monitored by motel staff at all times to allow for appropriate management of guest check-in/outs and related enquiries.

3.3.2 Checking In/Out

All guest bookings and check in/out services will be carried out in the reception area and will be tracked by appropriate management software system used to monitor and regulate motel bookings.

3.3.3 Access to Motel Rooms

Access to the motel rooms and the associated amenities will only be available via secured electronic key cards. Each card will only allow access to their corresponding level and communal facilities.

3.3.4 Maximum Stay – Motel Rooms

The maximum permitted length of stay for the motel rooms is three (3) months.

3.3.5 Security within Motel

The motel entry, lobby and common areas will be monitored 24 hours a day via CCTV monitoring, as well as by trained hotel staff during operating hours.

The proposal is a boutique motel, and as such will not generate the need for full time security staff. Security staff will be employed on an as needs basis. The motel operator will prioritise the training and development of its team members.

All staff will be trained in relevant security measures. Staff initiation and ongoing training days will be held on a regular basis to reinforce safety and security procedures. Training will ensure that in the event of a robbery, theft or anti-social behaviour, staff acts in a manner to best protect themselves and the guests.

A secure baggage store area will be provided near the hotel reception. The entire development will be secured by electrical key cards restricting and controlling access for hotel guests and staff.

3.3.6 Use of Communal Terraces

The motel includes two communal terrace areas which are located on the ground and second floors facing Brougham Street. The use of these terraces will be limited to 7.00am – 10.00pm to ensure no adverse impacts on the nearby residents.

4 Bottle-shop Operation

4.1 Operating Hours

The proposed operating hours for the bottle shop are:

- Monday – Saturday 9.00am – 11.00pm
- Sunday 10.00am – 10.00pm

4.2 Vehicular and Pedestrian Access

The bottle shop will be accessed by pedestrians from the upper level car park and Victoria Street. Vehicle access for the drive through will also be available from Victoria Street.

4.3 Liquor License

The bottle shop will operate in accordance with their liquor license.

The bottle shop will ensure that all staff involved in the sale and supply of liquor have completed an approved NSW RSA Course and hold a valid NSW Competency Card and/or certificate. The Licensee will maintain a register containing copies of RSA Competency Cards and/or certificates. This register is to be made available for inspection when requested by NSW Police or Inspectors of Liquor & Gaming NSW.

Management will ensure that no alcoholic beverage is sold to a customer under the age of 18 by staff members. Proof of age will be required if the patron looks under the age of 25.

5 Hotel Operation

5.1 Operating Hours

Refer to Appendix A.

5.2 Vehicular and Pedestrian Access

148 car parking spaces have been provided over two levels, ground and lower level. As detailed above, some parking spaces will be specifically allocated to the Motel and will not be available for Hotel patrons.

Vehicular access to the parking will be via a driveways to/from Adelaide, Victoria and Brougham Streets.

Pedestrian access to the hotel premises will be retained from the footpaths on Victoria Street and Adelaide Street. Additional access will be provided as part of the proposal from the upper level car park and stairwell and elevator from the lower level car park.

5.3 Shuttle Bus

A shuttle bus service will be operated for the hotel. The peak operating times of the Hotel have been identified as:

- 6.30pm to 8.30pm on Friday and Saturday nights, and
- 12.00pm to 2.00pm on Sundays.

The shuttle bus, seating up to 12 passengers, will operate from 2 hours prior to the start of the peak times to 1 hour after the peak times. Each trip will take up to 30 minutes to pick up passengers from the area bounded by West Gosford, Wyoming, Springfield, Green Point and Erina. Over a 3-hour period, the bus will complete 6 trips @12 passengers per trip, equating to 72 passengers.

In addition, the use of public transportation, taxis and designated drivers as opposed to drink-driving will be encouraged under all circumstances in accordance with Transport for NSW, Independent Liquor and Gambling Authority (ILGA) and NSW Police guidelines. Staff can contact taxi service for the direct pickup of patrons if requested.

5.4 Liquor License

The hotel will operate according to the details included in Appendix A.

6 Crime Prevention Through Environmental Design

This OMP is consistent with the principles of Crime Prevention Through Environmental Design (CPTED) by creating conditions within the proposal that:

- Increases the likelihood of detection of offenders and therefore apprehension.
- Ensures that the effort required to commit crimes is maximised making it more difficult to do so.
- Minimises the benefit of committing the crime by removing rewards or attractions.
- Removing conditions that may encourage or facilitate the commission of a crime or inappropriate behaviours.

The CPTED Assessment report prepared with the development application included a range of recommendations for the proposed development that relate mainly to design but also to operation. The operational recommendations include the following:

- Ensure CCTV is monitored and maintained in appropriate areas such as car parks and entry / exit points.
- Ensure lighting is vandal resistant and maintained to ensure bulbs are replaced and any repairs conducted as urgent matters.
- Ensure landscaping is regularly maintained so that it is of appropriate heights to ensure:
 - Surveillance is easy,
 - Natural ladders are not provided, and
 - Secluded spaces are avoided.
- Engagement of security team to monitor entries, CCTV and patron behaviour.
- Education of staff relating to appropriate measures for robberies, antisocial behaviours and other measures relating to security of staff, patrons and the premises.
- Maintenance of premises including:
 - Signage to provide wayfinding and limited areas,
 - Locks and access swipe / key pads, and
 - Removal of graffiti.
- Installation and monitoring of an alarm system with a back to base system.

The CPTED issues addressed in this OMP are consistent with current policies that ensure the secure and safe operation of the hotel, motel and bottle shop located on site. All staff, as part of the induction process, are required to be familiar with this OMP.

7 Noise

An acoustic report was prepared to accompany the development application to support the proposed uses on the site. The recommendations included both acoustic measures for construction of the premises such as fencing, roof materials, glass, mechanical plant and the like and measures for ongoing operation which are detailed below in addition to standard recommendations relating to behaviour management.

The site will be managed to minimise the potential of noise creating activities defined as offensive noise under the Protection of the Environment Operations Act 1997 to adjoining or nearby properties. Measures will include the following:

- Senior management of the hotel and motel should be aware of the operational consequences of inappropriate management of noise on site from events or similar.
- Ensure staff are aware of the importance of maintaining a quiet ambience for neighbours, especially from the motel area.
- Guest of the hotel and motel will be monitored for significant noise generation, especially at sensitive times and will be requested to moderate their behaviour by staff and security.
- Safety and security measures will also be part of the management of noise from the site.
- Management of potential noise from waste and loading areas should be managed by staff in accordance with the waste and loading measures included in this OMP.
- Each area of the hotel has assumed maximum capacities as marked on the development application plans and amended due to times below from Acoustic report. These capacities should be adhered to during operation.

Specific recommendations for operation from the acoustic report include the following:

In order to comply with noise emission requirements, management of window/roof openings and times of use of particular areas must be regulated, as detailed below:

- *Up to 6pm operation.*
 - *Adelaide Street terrace – maximum of 90 people.*
 - *Folding doors between the lower terrace/ beer garden and the Adelaide Street terrace can be open.*
 - *Aneeta windows can be open.*
 - *Operable parts of the roof can be open.*
- *6pm-10pm operation.*
 - *Adelaide Street terrace – maximum of 90 people.*
 - *Folding doors between the lower terrace/ beer garden and the Adelaide Street terrace are to be closed, and hinged doors can be used for ingress/egress to the Adelaide Street Terrace.*
 - *Aneeta windows can be open.*
 - *Operable parts of the roof can be open.*
- *10pm-12am operation.*
 - *Adelaide Street terrace is to be closed.*

- All doors between the lower terrace/ beer garden and the Adelaide Street terrace are to be closed.
- Aneeta windows are to be closed.
- Half of the operable roof is to be closed (the half towards Adelaide Street), as below [Figure 3]. The balance of the roof can be open
- Operable walls/windows to the northern and western side of the conservatory, as shown below [Figure 3], are to be closed. Access to the conservatory can be provided from the southern side.
- Max 30 people to use the conservatory.

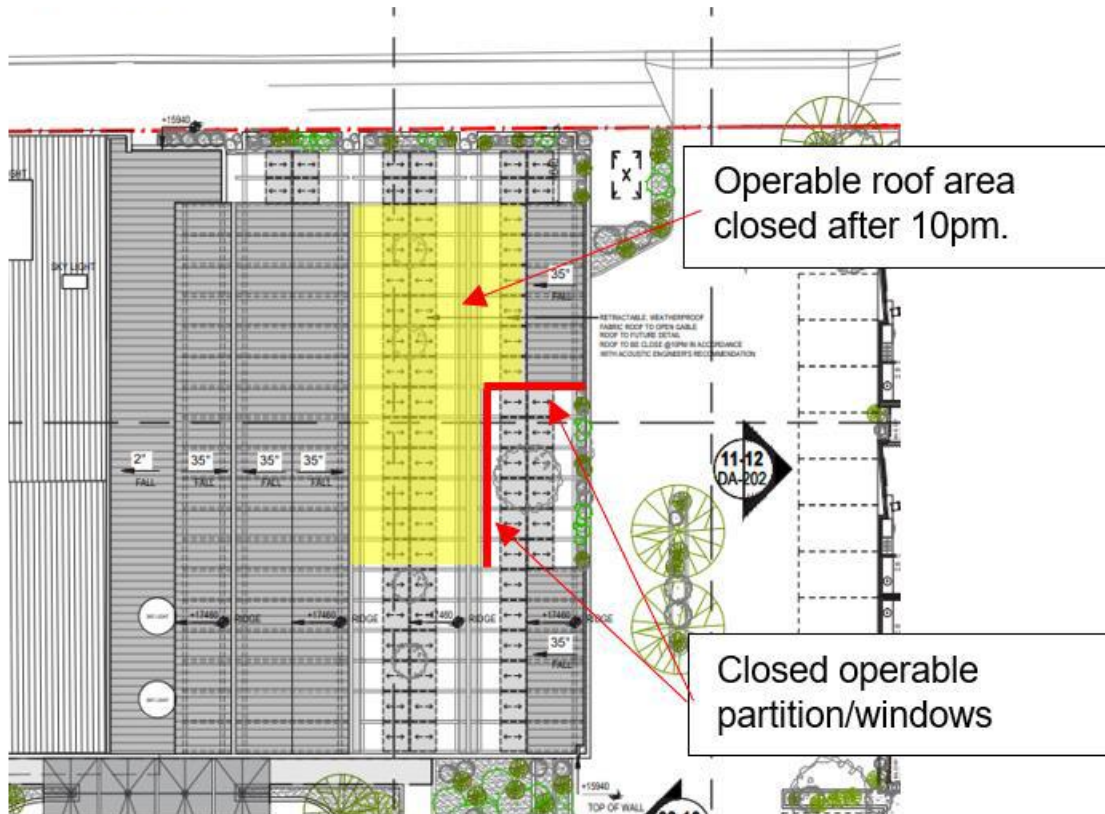


Figure 3: Extract Operational Requirements for roof area (Source: Acoustic Report, Renzo Tonin & Associates)

The issues addressed in this OMP should ensure that the quiet amenity of the neighbouring properties is maintained at all times during the operation of the premises. All staff, as part of the induction process, are required to be familiar with this OMP.

8 Waste and Loading Management

8.1 Management of Waste

Staff / cleaners will separate waste, recycling and food waste for the hotel, motel and bottle shop areas within the dedicated waste rooms and spaces. Waste bins should be clearly labelled and sign posted to ensure waste will be appropriately sorted.

Each use has its own temporary waste storage area which will contain waste as required and relevant staff, cleaners or site managers will transfer waste from the temporary storage rooms to the main storage area for collection as detailed below. A copy of a plan with the waste paths is included in Appendix B for reference.

Motel guests will be encouraged through signage, information and split bin systems to minimise waste and to recycle where possible within their rooms and common areas.

Building / Site management should ensure that all waste has been moved to the main waste room on collection days. Waste should be collected from the site as detailed below.

The operational waste management procedure includes the following:

Hotel / Bottle-shop

- Glass will be crushed and collected weekly in 2 x 660L bins
- Paper, cardboard and other recyclables will be collected weekly in 4 x 660L bins
- Residual / general waste will be collected three times a week in 4 x 1,100L bins

Motel

- Recyclables will be collected weekly in 5 x 660L bins
- Residual / general waste will be collected three times a week in 1 x 1,100L bins

There is a combined waste collection area and bin room on the lower ground level of the car park. Waste vehicles will be from a Private Contractor and will enter the site from Adelaide Street. A dedicated location for the waste vehicle has been provided for collection. Waste vehicles will then continue in a forward direction off the site into Brougham Street.

To ensure neighbours are not disturbed by any waste management procedures, collections will be managed and undertaken during daylight hours as detailed below and included within the Acoustic Report accompanying the development application.

- 7am and 6pm weekdays, and
- 8am - 6pm weekends and public holidays.

In addition, there will be no crushing of glass in external areas between 10pm and 7am.

8.2 Deliveries & Servicing

An internal loading and service area is provided on the lower level, separate to the main driveway, with a one-way entry access from Adelaide Street and a one-way exit to Brougham Street. The loading and access area will provide access for waste and delivery vehicles for both the hotel and motel uses.

The majority of goods delivered, as well as waste collection, will occur during off-peak periods where possible. Deliveries will occur between 9am and 12noon. This will limit any disturbance to guests on the

premises or the amenity of the surrounding area. It is also anticipated that no alcohol will be delivered on the weekends to either the hotel or the bottle-shop.

Access for deliveries and waste collection will not cause any interruption to the flow of external traffic. All loading and unloading is to be undertaken wholly within the premises with no deliveries, loading or unloading occurring on the street.

9 Complaints Handling

It is important that the proposed development, especially the hotel, has a complaint handling procedure that considers the needs of the community, neighbours and patrons in order to effectively operate. The Hotel procedure is included in the Management plan in Appendix A.

10 Conclusion

The proposed motel and hotel management should be committed to ongoing consultation and communication with the adjoining properties and neighbours, police and Council to ensure a better understanding of operational issues that may arise on site. This should include provision of appropriate contact details for the motel and hotel, including management, contact details and complaints / incident procedures.

This will ensure that the operation of the premises is well understood and that the OMP can be reviewed and updated so it remains relevant to the site and current and future operations. This OMP will be reviewed by the final operators of the hotel, motel and bottle-shop and completed prior to the issue of the Occupation Certificate.

Appendix A – Hotel Plan of Management

Elanora Hotel

Victoria Street
East Gosford NSW 2250

Plan of Management

July 2024

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Plan of Management

1. Purpose

This Plan of Management has been prepared for the licensed premises of Elanora Hotel, Victoria Street, East Gosford NSW 2250. The policies and procedures outlined in this Management Plan will help to make the premises a safe, efficient, and pleasant environment in which to work and visit.

The management will participate in the local liquor accord and liaise with the Brisbane Water Police District and local community.

2. Key Management Policies

2.1 Identification Policy

A strict identification policy will be enforced to ensure that proper, valid identification of age is presented upon request before patrons are allowed to purchase liquor or enter the Gaming Room. Staff and Management will be vigilant in checking identification if there is any doubt about the age of the patron. Management and staff will only accept the following forms of identification:

- a valid driver's licence; or
- a valid passport; or
- NSW photo card; or
- proof of age card issued by a public authority of the Commonwealth of another State or Territory for the purpose of attesting to a person's identity and age; or
- keypass identity card; or
- digital drivers' licence.

2.2 Trading Hours

The hours of operation of the venue when liquor is proposed to be supplied are as follows:

- 10:00am to Midnight Monday to Saturday
- 10:00am to 10pm Sunday

2.3 Minors Area Authorisation

A Minors Area Authorisation applies to the entire hotel except for the Gaming Room.

2.4 Responsible Service of Alcohol

It is the Management's policy, in addition to being a condition of the liquor licence, that all laws are complied with in regard to the sale of alcohol on the premises.

Management will adopt and promote the Liquor & Gaming NSW “Liquor Promotion Guidelines”.

The Management's primary responsibility is for the well-being of all customers.

It is unlawful for a licensee or staff member to sell or supply liquor to an intoxicated person on licenced premises.

A person is intoxicated if:

the person's speech, balance, co-ordination, or behaviour is noticeably affected, and it is reasonable in the circumstances to believe that the affected speech, balance, co-ordination, or behaviour is the result of the consumption of liquor. Intoxication Guidelines (GL4003) published by Liquor & Gaming NSW refers.

It is also unlawful to permit Intoxication on licenced premises and a licensee is deemed to have permitted intoxication if an intoxicated person is on the licenced premises unless the licensee can prove:

- (a) The licensee or staff:
 - asked the intoxicated person to leave the premises, and
 - Contacted or attempted to contact the Police for assistance in removing the person from the premises, and
 - the person was refused further service of liquor, or
- (b) The licensee or staff member had taken the steps set out in the guidelines (Prevention of Intoxication on licensed premises guidelines GL4002) issued by the Secretary under section 73(5A) of the Liquor Act 2007, or
- (c) the intoxicated person did not consume liquor on the licensed premises.

What to Do:

- Approach the person in a friendly and respectful manner and introduce yourself and speak clearly using slow and distinct speech so your words are fully understood.

- Give a clear instruction that we cannot serve the person any more alcohol.
- Explain that the person must leave the premises. If necessary, guide them to the exit,
- Ensuring that they have all their personal possessions with them. Use hand gestures to show or pointing in the direction to leave and do this in CCTV camera view.
- Notify the License/manager/supervisor.
- If the person refuses to leave, then you should contact the Manager on Duty for a decision to be made on contacting the police for assistance in removing the person from the premises.

The Prevention of Intoxication on licensed premises guidelines

This defence is only available if each of the steps in the guidelines was being followed at the time the offence was alleged to have occurred.

Steps to be Taken include: (Refer to the guidelines for all steps that must be followed if this defence is to be relied upon)

- (a) The requirement not to sell or supply liquor to an intoxicated person (under section 73(2) of the Liquor Act) is complied with:
- (b) Obligations relating to responsible service of alcohol training and the availability of free water (under the Liquor Regulations 2018) are complied with. All members of staff engaged in the sale, service or supply of alcohol have completed the prescribed *Responsible Service of Alcohol Course*. A register of the RSA certificates and competency cards of all staff will be maintained at the Hotel.
- (c) In cases where conditions have been imposed on the liquor licence where these are requirements under the Liquor Act 2007 restricting the times, type or quantity of alcohol sold or supplied on the licenced premises, these must be complied with. In addition, any requirement of a development consent must be complied **with**.
- (d) Liquor will not to be sold supplied or promoted in a manner inconsistent with the Liquor Promotion Guidelines issued by the Secretary under section 102(4) of the Liquor Act 2007. Any promotion must be authorised by head office of the company.
- (e) The Licensed premises **will** operate under the direct supervision of the licensee or appropriate experienced supervisory staff whenever liquor is being sold and supplied.

Management and staff will:

- Take reasonable steps to restrict activities (such as promotions or discounting) that could encourage misuse or abuse of liquor (such as binge drinking or excessive consumption).
- Take all reasonable steps to ensure there is no "SECONDARY" supply of liquor to juveniles.
- Continue to provide regular training for staff on their obligations in the service of alcohol and to provide induction courses. All new staff will be required to acknowledge in writing receipt of a copy of this plan of management. Staff will receive "updates" of the policy and same will be re-enforced with them.
- By their licensee or nominee attend all general meetings of the local Liquor Accord and remain present for the full duration, provided the co-ordinator has properly advised the licensee in advance, the meeting is properly scheduled and has a set agenda.
- Continue to ban any promotion encouraging excessive consumption of alcohol.
- Monitor liquor consumption by patrons.
- Intervene when the licensee or a staff member becomes aware that a patron is consuming liquor irresponsibly and in a manner likely to result in intoxication.

2.5 **Harm Minimisation**

- Free drinking water will be readily available to patrons.
- Food is available at all times. The service of restaurant style meals is a central part of the hotel business model. The venue will have menus and food service available for lunch and dinner seven days per week, and other suitable food options available at all other times.
- Low-alcohol and non-alcoholic drinks will be available at all times the liquor licence is being operated. Action shall be taken to make venue patrons aware of this availability.

3. Operational Procedures

3.1 **Incident Report**

An Incident Report will be required to be completed on all incidents that necessitate action by an emergency service, fire brigade, police and maintenance called in after hours. As well, an executive of the company is required to be informed.

4. Responsible Service

Management seeks to look after its patrons, nurtures and develops its people and plays a role in supporting the communities in which it operates. We want our venue to provide enjoyment and entertainment for our customers in an environment that is safe and secure for them and for our staff.

We are committed to acting responsibly in our service of both gaming and alcohol, and in doing so we provide our customers with the necessary tools to help them to make informed and responsible choices. We are also committed to partnering with other organisations who can provide support to any customer who needs help.

We maintain a close eye on how other businesses in our industry approach the service of alcohol and gaming products and we will continue to refine and evolve our approach accordingly.

4.1 Responsible Service Principals

- a) Management is committed to providing a safe and secure environment for its customers and staff.
- b) Management is committed to ensuring all employees are trained in the provision of responsible service of gaming and alcohol.
- c) Management is committed to being fully compliant with all applicable gaming and alcohol legislation. Our licensee understands the critical importance of compliance and we support them by continuing to invest in an effective centralised administration structure.
- d) Management believes that information and awareness are the key enablers that allow our customers to make informed and responsible choices.
- e) Management is committed to working in partnership with gambling counselling services such as GameCare, an organisation providing services to customers and staff, as well as specialist advice to corporate and venue management in the area of harm minimisation.

5. Problem Gambling

Management firmly believes that problem gamblers should not be in gaming rooms. We believe that the most effective measures to help problem gamblers are ones that are delivered outside of the venue.

We are committed to providing our patrons with information, such as player activity statements, to help them to make informed and responsible choices. We are also committed to providing all the support we can to patrons who require it, including ensuring that our corporate and venue management teams are trained in responsible service, and through maintaining links to gambling counselling services to whom we can refer patrons who need help.

We maintain a close eye on how other businesses in our industry approach the complex issue of problem gambling and we will continue to refine and evolve our approach accordingly.

6. Responsible Gaming and Harm Minimisation

The Hotel's management and staff are supportive of and encourage responsible gaming practices. All members of staff engaged in the operation of gaming machines have completed the prescribed *Responsible Conduct of Gambling Course*. A register of the RCG certificates and competency cards of all staff will be maintained at the Hotel.

A premises plan, including the location of the gaming room, gaming machines and cash dispensing facilities (ATM and CRT).

Minors (persons under 18 years of age) shall not be permitted to:

- operate gaming machines, or
- enter areas where gaming machines are located.

All gaming machines are located within a gaming room as prescribed by Clause 8 of the Gaming Machines Regulation 2019, in that:

- a) The gaming room is located in a bar area of the Hotel,
- b) The gaming room is physically separated from the general bar area by walls and doors,
- c) Patrons are not compelled to pass through the gaming room in order to enter or *leave* the Hotel or in order to gain access to another part of the Hotel,
- d) Entry to the gaming room is free of charge,
- e) The machines cannot be seen from any place outside the Hotel that is used by the public or to which the public has access,
- f) All gaming machines are suitably spaced in order to facilitate access,
- g) The gaming room is supervised at all times by way of electronic means and physical presence of the licensee or an employee,
- h) The gaming room has a doorway that provides reasonable access to and from the gaming room to at least one operating bar and at least one toilet for each gender without the need for patrons to go on a public street, or to any area not forming part of the Hotel when moving from the gaming room to other facilities.

The Hotel will maintain an active membership of the Australian Hotels Association (AHA) New South Wales and will continue to support its practices and procedures for gaming harm minimisation.

Patrons of the Hotel will be made aware of the AHA's counselling services and of the government funded "gambling HELP" counselling service.

Patrons will be made aware of the chances of winning and the problems associated with excessive gambling through prescribed signage required to be located on each gaming machine and throughout the gaming room by way of the prescribed notices on display.

The ATMs located within the Hotel also display the appropriate signage to notify patrons of the problems associated with gambling and no ATM will be installed near the Gaming Room and credit cards are to be prohibited from being accepted by any ATM in the hotel.

ATM signage shall not be visible from the gaming area and Gaming Machine signage shall not be visible from an ATM.

The Hotel has a policy of not cashing cheques.

The Hotel will comply with advertising requirements in respect to gaming:

- a) The Hotel will not use the word "casino" in any description or promotion of the Hotel,
- b) The Hotel will not permit gaming related advertising material to be displayed on the exterior of the premises,
- c) The Hotel will not promote irresponsible gaming or gaming practices,
- d) The Hotel will not publish the details of any person who has won a prize, and
- e) The Hotel will display the prescribed signage in the gaming room, on all gaming machines, and on the ATM or any EFTPOS facilities.

The Hotel provides gaming related help line pamphlets and has signage located throughout the hotel.

To ensure compliance with the above, management will:

- Continue the Hotel's internal training program as updated from time to time given to all new employees as part of the induction process and expanded as a compulsory "refresher" to be completed by all staff and management who have gaming duties under the guidance of a gaming supervisor.
- Further expand the training and "refresher" program for staff so they receive monthly in-house training to be able to detect signs of Problem Gambling and the skills required to deal with patrons appropriately. Signs that staff will be trained to be aware of in patrons include:
 - (a) persistent or unduly frequent gambling such as gambling every day
 - (b) gambling for an extended period without a break
 - (c) avoiding contact with other persons while gambling
 - (d) communicating very little with anyone else
 - (e) engaging in rituals or superstitions when gambling
 - (f) barely reacting to events carried on around them

- (g) displaying aggressive, anti-social or emotional behaviour while gambling
- (h) making requests to borrow monies from staff or other customers continuing to gamble with the proceeds of large wins; and
- (i) displaying faulty cognition to justify gambling (e.g. believing there are certain ways to play poker machines that give you a better chance of winning money, refusing to play on machines that have recently paid out and believing that winning or losing tends to occur in cycles).

Staff will also receive monthly communication training with emphasis on the need for regular welfare checks on patrons so they can offer assistance when observations of above behaviours are made in relation to patrons, and the staff members hold the reasonable belief that the patron is or may be developing into a Problem Gambler. Any approaches by staff members are to be tactful and respectful and can include:

- (a) simple interaction with the customer to divert attention from gambling
- (b) encouraging the patron to take advantage of other facilities of the Hotel
- (c) offering the patron non-alcoholic refreshments to be consumed out of the gaming room.

Anytime a staff member makes an intervention on the basis that they consider the patron may be exhibiting a sign of Problem Gambling, they must record the intervention in the Gaming Incident Register which is to include reports of any gaming incidents in the Hotel from staff or patrons.

Irrespective of whether staff identify problem gambling behaviours or not, staff are to conduct random welfare checks with patrons who have been gambling for extended periods to encourage break in play.

Further responsible gambling initiatives to be implemented by the business owners in addition to compliance with the legal requirements include:

- (a) no free or discounted alcohol provided to gaming patrons as an inducement to gamble.
- (b) no free credits are to be provided to gaming patrons.
- (c) every machine is to be located in a gaming room, with no machines to be placed in the general bar area or in a position where they are visible from a public place.
- (d) no promotion or marketing of the gaming room.
- (e) \$1,000 limit on the amount of cash that can be withdrawn from the ATMs within the venue.
- (f) display information about local support services in strategic locations, like the bathroom and on digital displays.

- (g) Promote local support services in direct marketing to patrons.
- (h) Promote gambling awareness campaigns in the hotel and marketing.
- (i) Include responsible gambling messages on the hotel's website and in newsletters and loyalty program marketing.
- (j) Promote responsible gambling messages on electronic displays.

All hotel staff with gaming responsibilities will receive bi-annual Responsible Conduct of Gaming refresher training to be conducted by an appropriately accredited individual and/or organisation.

Staff will encourage users of the Gaming Room to enjoy the other facilities and the rest of the Hotel, for instance by announcing their availability.

A self-exclusion program to be readily available at all times and staff trained as to the required process. Staff to regularly check the Self-Exclusion Register and photographs and to sign off on sighting same. High quality CCTV will assist compliance with self-exclusion.

6.1 Responsible Gambling Officer

The hotel is authorised to operate 26 gaming machines.

A Responsible Gambling Officer (RGO) shall be on duty at the hotel when gaming machines are in operation to perform RGO duties. RGOs may perform other duties that do not interfere with the carrying out of RGO duties.

The staff roster shall record which staff are undertaking RGO duties on any shift.

All Responsible Gambling Officers shall have current accreditation in relation to Advanced Responsible Conduct of Gambling (ARCG) training.

All Managers responsible for supervising a RGO shall have current accreditation in relation to ARCG training.

A register of ARCG competency cards for relevant staff will be maintained at the Hotel.

Between the hours of 10am and midnight, Responsible Gambling Officers duties shall include:

- Monitoring the hotel gaming room for patrons experiencing or at risk of experiencing gambling harm
- Identifying patrons who are at risk of or experiencing gambling harm
- Proactively checking-in and engaging with patrons where the RGO suspects they might be experiencing gambling harm

- Being available if staff members need assistance regarding patrons they suspect might be experiencing gambling harm. Assistance may include actions such as suggesting the patron takes a break from the gaming machine, or that they should go home if they have been there for a long period of time
- Escalating serious instances of gambling harm to senior management to intervene (e.g., aggressive behaviour etc)
- Facilitating the provision of gambling support information
- Facilitating any requests for self-exclusion
- Recording instances of at-risk gambling behaviour and other incidents in a gambling incident register
- Reviewing the gambling incident register on a regular basis and discussing any actions required with venue management
- Working with staff and management to ensure the venue fulfils its harm minimisation obligations, and
- Promoting harm minimisation measures and procedures within the venue and with other staff.

7. Self-Exclusion Scheme

7.1 Gamecare

The Hotel will operate the AHA's Gamecare self-exclusion scheme which prevents patrons, at their request, from entering or remaining in specific areas or the entirety of the hotel.

In order to effectively operate the self-exclusion scheme the hotel shall:

- a) Initiate self-exclusion when requested, regardless of the day or time.
- b) Require the patron to be given a written and signed undertaking not to gamble in the hotel for the specified time. The undertaking is to be made immediately available to any patron upon request.
- c) Provide the patron with the opportunity to obtain independent legal advice as to the meaning of the undertaking.
- d) Provide the patrons with contact details of the hotels and/or local problem gambling counselling services.
- e) Obtain a photograph of the patron to assist in their identification by staff, and
- f) Prohibit any patron from withdrawing from the scheme within the first 6 months.

Every monthly venue staff and management meeting agenda will contain an item in relation to Problem Gambling issues, concerns, and information. Managers will provide feedback to staff on actions taken in response to issues and comment positively or negatively on responses by staff and particularly give affirmation to those who have shown commitment to harm minimisation. All staff will be notified within 7 days of any change to this House and Gambling Policy.

A notice to the attached ("B") will be displayed in discrete parts of the premises, drawing attention to local gambling support services, and the AHA's (02 9281- 6922) and HELP counselling services (1800 858 858). Contact details of same are to be provided to patrons on request.

7.2 Gaming Machine Payouts

Payments are made in accordance with the Gaming Machines Regulations 2019.

Prize money exceeding \$5,000 must not be paid by EFT until 24 hours after the prize money becomes payable.

If a person claims a prize of more than \$5,000, the amount that exceeds \$5,000 will be paid in one of 2 ways:

1. Crossed cheque made payable to the prize winner.
2. Electronic funds transfer (EFT) to an account associated with the prize winner - if those means are available.

If the total prize money is more than \$5,000 and the prize winner requests to have the entire amount paid by crossed cheque or EFT, not just the amount over \$5,000, the venue will do so.

The prize-winning cheque will be clearly marked with the words; Prize Winning Cheque - cashing rules apply.

If the prize is being paid through electronic transfer, the account will be with a financial institution, such as a bank.

7.3 Signage

Regulatory signage is checked every morning by the venue.

Regulatory signage currently complies with the requirements under the Gaming Machines Act 2001 and Gaming Machines Regulations 2019 and other relevant legislation.

Signage is displayed in a prominent position within the gaming room, to ensure it is clearly visible to the public.

Printed signage has been ordered from the **Liquor & Gaming NSW** online website.

Sign 1G (gambling warning sign)



Prominently displayed in each gaming area. (4 available options 1G signs)

Sign 6G (gambling counselling sign)



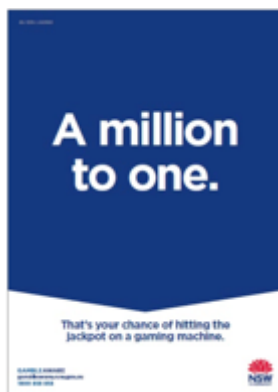
Prominently displayed in each gaming area, when TAB betting is conducted, where Keno tickets are sold (6 available options 6G signs)

Self-exclusion sign (GameCare MSVE exclusion poster) and SG (self-exclusion) sign



Prominently displayed in each gaming area

Sign 3G (chance of winning)



Prominently displayed in each gaming area.

Sign 2L (minors not permitted in this area)



Prominently displayed at or close to each entrance to bar and gaming area. **Sign 4G**

(Gambling counselling sticker) "Help is close at hand" **GAMBLEWARE**



Prominently displayed on each gaming machine and ATM.

Sign 2G (self-exclusion contact cards)



Securely attached to each bank of gaming machines in a card holder so they can be clearly seen when playing a gaming machine or approaching the bank of gaming machines.

Brochure 1 (Info about the gaming machines) "Info about the odds"



Available in each gaming area at all times.

Brochure 2 (Keno) "Info about the odds"



Displayed and available at or near each keno terminal

Brochure 4 (TAB) "Help is close at hand"



Displayed and available where TAB betting is being conducted.

7.4 Advertising of Gaming Machines

The venue does not advertise gaming machines externally.

7.5 Gambling Related Signage

The venue does not display any signage, symbol, or picture that draws attention to the availability of gaming machines.

The venue does have in-house signage that promote attention to gameaware, local support services and encourages patrons to take a break from gambling, displayed in the bathrooms and gaming rooms of the venue.

7.6 Responsible conduct of gaming for venues

The venue does not display any signage, symbol or picture that draws attention to the availability of gaming machines.

7.7 Registering of Complaints

Any complaints received will be documented and followed up by the management.

8. Gaming Incident Register

- a) The licensee must keep and maintain a gambling incident register.
- b) The gambling incident register must record:
 - (i) where a gaming patron displays or engages in behaviour that indicates they are at risk of or they are experiencing gambling harm
 - (ii) any requests for self-exclusion, information about self-exclusion or requests for intervention by a patron
 - (iii) any requests for information about exclusion or a request for the venue to intervene, made by a family member of a patron (no personal details of family members shall be recorded)
 - (iv) any breach or attempted breach of a self-exclusion arrangement
 - (v) any gaming offence, alleged offence or incident involving a minor
 - (vi) any incident in which a patron of the venue displays or engages in problematic gambling behaviour of the kind specified in the 'Signs of risky and problem gambling behaviour: Know the signs and how to act' factsheet published on the L&GNSW website as amended from time to time.
 - (vii) the time, location and machine number(s) and brief description (or identity, if known) of any gaming machine player identified displaying or engaging in that behaviour.

- c) The gambling incident register must also record details of the action taken in response to the incidents, applications and other matters recorded in the register.
- d) The licensee must review the gambling incident register at least on a monthly basis and must consider whether an exclusion order is appropriate for any person who has been asked to self-exclude but has declined to do so.
- e) The information recorded in a gambling incident register must be retained for at least 3 years from when the record was made.
- f) The licensee must, at the request of a police officer or L&GNSW inspector, make any gambling incident register available for inspection.
- g) The RGO is responsible for maintaining the gaming incident register and ensuring relevant incidents (as outlined above) are recorded in the register.

9. Plan of Management

The premises is to be operated at all times in accordance with the Plan of Management dated July 2024 as may be varied from time to time after consultation with the Independent Liquor & Gaming Authority. A copy of the Plan of Management is to be kept on the premises and made available for inspection on the request of a police officer, council officer, Liquor & Gaming NSW inspector, or any other person authorised by the Independent Liquor & Gaming Authority.

The Plan shall be reviewed annually, as well as periodically when modifications are required to reflect changes at the hotel, legislative changes, or emerging risks.

Appendix B – Waste Paths of Travel

Rev	Description	Date
01	ISSUE FOR DEVELOPMENT APPLICATION	11.03.24
02	ISSUE FOR DEVELOPMENT APPLICATION	19.07.24

- — — — — PATH STORAGE AREA TO
COLLECTION POINT /TRUCK
- — — — — PATH WASTE / RECYCLING
FROM HOTEL / BOTTLE SHOP
TO STORAGE AREA
- — — — — PATH WASTE / RECYCLING
FROM MOTEL TO STORAGE AREA



Client		John Singleton Group	
Project		Elanora Hotel 41 Victoria St, East Gosford NSW 2250	
Drawing Title		Ground Floor - Waste Overlay	
Scale @ A1		1 : 200	
Project No		22039	
Drawing No		DA-706	
Revision		02	

Rev	Description	
01	ISSUE FOR DEVELOPMENT APPLICATION	11.03.24
02	ISSUE FOR DEVELOPMENT APPLICATION	19.07.24

- PATH STORAGE AREA TO COLLECTION POINT /TRUCK
- PATH WASTE / RECYCLING FROM HOTEL / BOTTLE SHOP TO STORAGE AREA
- PATH WASTE / RECYCLING FROM MOTEL TO STORAGE AREA



Client John Singleton Group

Project Elanora Hotel
41 Victoria St, East Gosford NSW 2250

Drawing Title Lower Level Plan
Waste Overlay

Scale @ A1 1 : 200

Project No 22039

Drawing No DA-707

Revision 02

- ADELAIDE STREET -

- BROUGHAM STREET -