



ERMINGTON HOTEL

DRAFT PLAN OF MANAGEMENT

Ermington Hotel

521 VICTORIA ROAD,
ERMINGTON NSW 2161

Liquor Licence number:
LIQH400102119

7 July 2025

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1. INTRODUCTION

1.1. PURPOSE

This Draft Plan of Management (**PoM**) serves to establish operational parameters for the Ermington Hotel, in accordance with the requirements under the *Environmental Planning and Assessment Act 1979* and the *Liquor Act 2007*.

A Development Application has been prepared to support the refurbishment of the Ermington Hotel including alterations and additions to the licensed hotel component and the inclusion of short stay accommodation. This PoM has been prepared to outline future management and mitigation strategies to be included in future detailed development applications and for the ongoing use of the site.

To note the PoM primarily relates to the operation of the Hotel's licensed premises. There is discussion in Section 2.4 of the PoM that discusses the operation and proposed management practices that pertain to the short term accommodation premises.

This PoM includes criteria for the management of the site in order to mitigate any impacts associated with the trading of the site. Note that the measures proposed in this report are preliminary and subject to various site-specific operational considerations that will be confirmed prior to occupation.

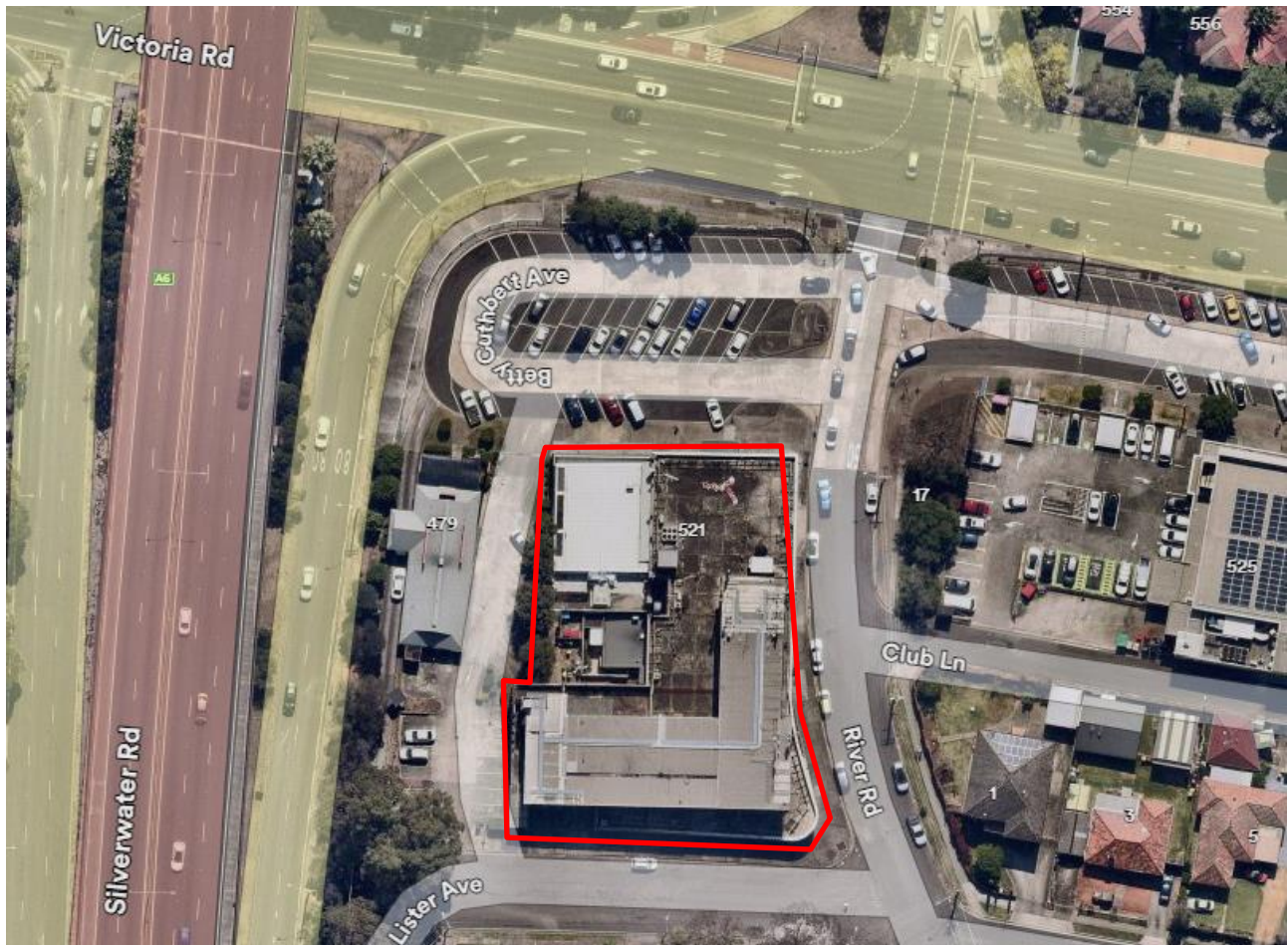
1.2. SITE LOCATION

The Ermington Club Hotel is located at 521 Victoria Road, Ermington NSW 2115.

The site is located within the mixed use corridor of Ermington and is within close proximity to major roads and public transport facilities including bus stops and taxi stands. The site is 19 kilometres north west of the Sydney CBD on the northern bank of the Parramatta River. It is well connected to existing services and community facilities, including Ermington Police Station, Ermington Branch Library and Ermington Community Centre. The following development surrounds the subject site:

- **North:** Directly north of the site is a car park owned by Council of 45 car parking spots. Further north is Victoria Road which offers connectivity to Parramatta, the City, West Ryde, Macquarie Centre and Auburn. Further north is low density residential development.
- **East:** To the east of the site, on the opposite side of River Road, is a Woolworths supermarket and local convenience retail and commercial uses with associated car parking and further east is low density residential development.
- **West:** To the west of the site is Silverwater Road which forms part of the A6. The A6 is a major arterial road which provides a link from the northern and western suburbs to the inner western suburbs, Bankstown and Princes Highway. Further west is low density residential development and Rydalmere.
- **South:** To the south of the site, on the opposite side of Lister Street, is the Ermington Police Station, Ermington Branch Library and the Ermington Community Centre. Beyond this exists further residential development of single storey dwellings and duplex housing.

Figure 1 Aerial Photograph of the Site (outlined in red)



Source: Nearmap

Venue Particulars

- The public areas of the Hotel are comprised over a single level.
- There are various emergency egress points throughout the premises.
- The Hotel provides full Bar Service, Gaming Room and Bottle Shop for the benefit of patrons.

Land Use

- Having regard to the Hotel's location within the mixed use corridor there is a significant mix of uses in the immediate vicinity of the Hotel including restaurants, cafés, retail shops, offices and commercial buildings.
- The Hotel is situated in an area with a high degree of vehicle thoroughfare.
- The Hotel is located within short walking distance to numerous bus stops and taxi stands on Victoria Road.
- Pedestrian traffic to and from the premises is via Victoria Road and a public carpark that is located at the front of the Hotel on Victoria Road and corner of River Road.

2. PLAN OF MANAGEMENT

2.1. GENERAL OPERATIONAL PARAMETERS

The proprietor of the business and lessee of the premises is TRACLON (NO 13) PTY LTD ABN 20 002 960 394. The company is part of a group which operates and owns various hotels throughout Sydney. The operator has incorporated the practices and policies of the group into the operation of the Ermington Hotel.

The operator employs a full time Licensee to exercise control over the operation of the premises and to ensure compliance with the responsibilities of the Hotel under the relevant licensing laws.

The Hotel also employs supervisors and casual staff including Bar and Gaming attendants.

The Licensee reports to the business owner. The Licensee is responsible for ensuring compliance with all regulatory controls and staff matters. At any time that the Licensee is absent from the premises, a manager who is appropriately qualified to perform this role is required to be present on the premises to perform the functions of the licensee.

The Managers are responsible for the general operation of the Hotel and report to the Licensee

Bar attendants are engaged at the Hotel in numbers necessary to meet the customer demand from time to time. The primary role of bar attendants is customer service. Bar attendants are responsible to ensure that alcohol is served responsibly, and intoxication is prevented.

Gaming attendants are engaged to service patrons using gaming machines including providing payouts of jackpots.

The Hotel operates pursuant to a hotelier's licence in accordance with the requirements of the Liquor Act 2007 and Liquor Regulation 2008.

The Hotel is a member of the Local Liquor Accord group, and the hotel Licensee or Manager attends the Local Liquor Accord meetings, when available.

The Hotel operates with a focus on sport, gaming and supporting short stay accommodation. All gaming machines are located within the gaming lounge.

2.2. CAPACITY OF PREMISES AND STAFFING

Table 1 Total Venue Capacity and Staff

Area	Maximum Number of Patrons
Accommodation	80
Sports Bar	250
Smoking Terrace	20
Gamin Room	40
Function Centre	180
Level 1 Beer Garden	250
Level 1 Smoking Terrace	20
Level 1 Lounge Bar	200
Level 1 Combined Bistro Space	300
Café	50

Area	Maximum Number of Patrons
Mezzanine	200
Staff	50

2.3. HOURS OF OPERATION

Table 2 Hours of Operation

Area	Hours (7 days per week including Sunday)
Café/Bakery	6am to 12pm
Sports Bar	10am to 4am (Note. The windows to the Sports Bar are to be shut by 10pm)
Terrace	10am to 4am
Mezzanine	10am to 4am
Level 1 Function Centre	10am to 4am (Note. The windows to the Function Centre are to be shut by 10pm)
Exit via Listen Ave	To be closed by 12am
Kids Area	10am to 10pm

2.4. SHORT STAY ACCOMMODATION

The following table and strategies outlines the approach to management in relation to the short stay accommodation.

Table 3 Short Stay Accommodation Management

Attribute	Short stay accommodation
Management entity	Traclon (No. 13) P/L
Hours of operation:	- Digital access 24 hrs a day. - Hotel operating hours are: - Mon-Sat 10am – 4am Sun 10am-12am - Hotel staff will be onsite from 8am Mon -Fri & from 9am on Sat – Sun - Staff will also be on site for 1 hour after operating times.
Staffing numbers	Housekeeping staff (5) Management to be shared with Hotel management team.
Delivery / servicing frequency and type and timing	All deliveries via Loading Dock. Large deliveries before 10am, small truck movements until 12pm.

Attribute	Short stay accommodation
Waste frequency, type and timing and location	Waste & recycling pick ups via Loading dock before 10am
Security details	Security shared with Hotel security
Management details:	Full digital booking system Digital access from carpark to accommodation rooms. Reception desk available for large group check-ins. Dedicated parking bays allocated on Lower Level of carpark with access to accommodation floors via specific accommodation lift.

Install Access Control Systems

- Implement key card access for all guest rooms and restricted areas.
- Establish controlled entry points to common areas, ensuring only authorized guests can enter.

Guest Verification

- Establish a process for verifying guest identities during check-in, including requiring valid identification.
- Ensure this procedure is communicated to staff to maintain consistency.

Provide Safe Storage Options

- Offer safe deposit boxes at the front desk for larger items, ensuring proper procedures are in place for access.

Create an Incident Reporting System

- Develop a user-friendly process for guests and staff to report security concerns or incidents.
- Ensure reports are taken seriously and addressed promptly by designated staff.

Monitor Guest Behaviour Proactively

- Train staff to recognize signs of distress or discomfort in guests and empower them to intervene appropriately.
- Encourage guests to report any suspicious behaviour to ensure a safe environment.

2.5. NEIGHBOURHOOD AMENITY

The following acoustic management conditions aim to mitigate any noise impacts in accordance with the recommend measures from the Acoustic Assessment as part of the development application. The following actions detailed in the report are to be enacted throughout the operation of the Hotel:

- The front entry door to the Hotel is to remain closed to the case deck, when not being used by staff or patrons.
- Ensure that the operation of the premises and/or the behaviour of persons entering and leaving the premises does not cause undue disturbance to the amenity of the neighbourhood. This will be managed by security personnel (where appropriate), staff and erection of appropriate signage at entry and exit points.
- Competently trained staff should be employed who can adequately manage noise and antisocial behaviour by monitoring and identifying problematic patrons who may be causing anti-social behaviour, nearing intoxication and/or creating excessive noise particularly on the café deck. Where possible, if

excessively noisy patrons on the café deck do not follow directions from staff to reduce their noise levels, these patrons should be encouraged to re-locate to a table inside the café or to leave the venue.

- Record in a 'Register' full details of any disturbance complaints made by a person to management or staff in respect to the manner in which the business of the premises is conducted and/or the behaviour of persons entering or leaving the premises. Such recording will include time, date, nature of the complaints and any complainant details if provided.
- Windows to the Sports Bar and Function Centre are to be closed by 10pm to protect neighbourhood amenity.

2.6. OPERATIONAL NOISE

The LA10 noise level emitted from the licensed premises shall not exceed the background noise level in any Octave Band Centre Frequency (31.5 Hz – 8 kHz inclusive) by more than 5 dB between 7:00 AM and 12:00 midnight at the boundary of any affected residence.

The LA10 noise level emitted from the licensed premises shall not exceed the background noise level in any Octave Band Centre Frequency (31.5 Hz- 8 kHz inclusive) between 12:00 midnight and 7:00 AM at the boundary of any affected residence.

Notwithstanding compliance with the above, the noise from the licensed premises shall not be audible within any habitable room in any residential premises between the hours of 12:00 Midnight and 7:00 AM.

For the purposes of this condition, the LA10 can be taken as the average maximum deflection of the noise emission from the licensed premises.

2.7. RESPONSIBLE SERVICE OF ALCOHOL

The licensee and staff shall comply with their legal and social obligations in relation to the responsible service of liquor and are committed to providing a safe environment for patrons, staff and the local community.

The Hotel operates under the direct supervision of the licensee/approved manager or appropriately experienced supervisory staff whenever liquor is being sold and supplied.

The following operational measures for the responsible service of alcohol shall apply:

- All managers and permanent employees of the Hotel must have completed an approved course in the Responsible Service of Alcohol within the last 5 years and hold a current RSA competency card
- The Hotel and its employees will at all times comply with the Liquor Promotion Guidelines
- All staff (management, security, food and beverage staff, glass collectors/cleaners) contribute to a holistic approach to RSA
- Should any staff observe or suspect that a patron is consuming liquor rapidly or irresponsibly they are to intervene at the earliest opportunity to assist with preventing intoxication, and report this to the licensee/manager/security.
- A person is to be considered 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.
- There will at all times be sufficient staff rostered for duty to allow for effective monitoring of patrons both at the point of sale and generally throughout the Hotel
- Lighting in the vicinity of Hotel service areas will be sufficient to enable staff conduct assessments for signs of intoxication
- The licensee will arrange (without charge) for taxis to collect any patron from the premises if requested to do so.
- The Hotel will cease service of alcoholic beverages half an hour before Hotel closure on each day of trade or in accordance with the existing liquor license provisions.

- Free drinking water will be available at all times while alcohol is sold or supplied for consumption on the licensed premises.
- All staff are provided with extensive training, both at the commencement of their employment and on an on-going basis during their retention.

If a patron is identified as displaying intoxication or violent, quarrelsome or disorderly behaviour, Hotel staff and/or security will take the following relevant steps in accordance with section 73 of the Liquor Act 2007:

- Refuse to serve the person liquor after becoming aware the person was intoxicated, and
- Ask the person to leave the premises, and
- If the person did not leave the premises immediately after being asked to leave or refuses to leave, contact will be made with police to request police assistance with removing the person from the premises.
- All conditions imposed on the Hotel's licence shall be met.
- The licensee and management of the Hotel will oversight staff RSA practices and provide immediate feedback and training if/when required. Immediate feedback will serve to minimise any risk and reinforce the Hotel's culture of compliance.

2.7.1. Alcohol Management Strategy

- 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 any promotion.
- Each staff member employed at the Hotel and each security officer engaged from time to time at the Hotel shall have completed an approved course of instruction in the Responsible Service of Alcohol.
- Each staff member employed at the Hotel is required to carry their competency card at all times. They will make it available to police upon request,
- The Hotel shall apply house policies and practices on harm minimisation and responsible service of alcohol.
- The Hotel has adopted and endorses the Liquor Industry Code of Practice for the Responsible Promotion of Alcohol Products.
- Alcohol served by staff at the Hotel is to be by way of standard measures only.
- Low alcohol beer and non-alcoholic beverages are to be available at all times when full strength liquor is available.
- The Hotel shall ensure that the conditions of the hotel licence and statutory provisions applying to the Hotel are complied with.
- 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 security or management and if deemed to be reasonably impaired in mental or bodily functions, as a result of alcohol consumption, shall not be permitted to remain on the premises. Any patron requested to leave the premises shall be escorted from the Hotel.
- The Licensee shall incorporate into monthly staff meetings topics on the responsible service of alcohol including signs of intoxication and preventing potential harm from alcohol use.
- All staff members at commencement of employment shall be reminded of their responsibilities relating to responsible sale and supply of alcohol

2.7.2. Gaming Management

The premises is to be operated at all times in accordance with the Gaming Plan of Management dated June 2021 as may be varied from time to time after consultation with the 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 and Gaming NSW inspector, or any other person authorised by the Independent Liquor and Gaming Authority.

Note that the gaming space is not subject to the scope of the proposed development and this draft PoM. There is a gaming management plan that ensures compliance of the venue in accordance with the license

2.8. WASTE MANAGEMENT

Private waste contractors servicing the Hotel will be able to park in the same way as waste is currently collected from the premise – wastebins are collected from the storage area adjacent to the rear laneway where waste is collected “on street”.

Hotel waste will be collected in bins located throughout the tenancy and moved to the Hotel waste store by the Hotel staff. The drawings show that there are two waste rooms on the Ground Floor and another interim waste storage area on Level 1 adjacent to the kitchen. The waste will be collected by a private contractor from the dock area.

The operator shall ensure that waste paper is recycled. In this regard, the operator shall make arrangements with the owner to transfer paper for recycling to the recycling room for removal.

Glass Sorting, Crushing or Collection

No bottle or glass sorting, recycling or collection shall take place between 8.00pm on any day and 7.00am Monday to Friday, 9am Saturday and 10am Sundays and Public Holidays.

2.9. WASTE STORAGE AND AVOIDANCE

The combined area of the two waste rooms, 32.2 m², is adequate for the estimated number of bins and other waste equipment proposed. Possible re-use opportunities include establishing systems with in-house and supply chain stakeholders to transport products in re-useable packaging where possible.

2.10. WASTE COLLECTION

Hotel waste will be collected in bins located throughout the tenancy and moved to the Hotel waste store. The various waste store sections are adequate for the waste volumes generated. Waste collection vehicles will enter the loading dock off Rover Road in a forward direction.

The distance between the furthest waste storage room and the loading dock is about 6 m.

2.11. SERVICING AND DELIVERIES

Loading and unloading of vehicles and delivery of goods to the premises shall at all times be carried out within the building during the hour of 8am to 6pm.

All loading and unloading is to occur in the loading dock within the ground floor of the premises.

The removal of wastes and recyclable materials shall be made by Council or a recognised contractor between the hours of 7.00am and 8.00pm weekdays and 9.00am to 5.00pm weekends and public holidays.

2.12. SHUTTLE BUS SERVICES

Sonnel Hospitality will provide a courtesy shuttle bus service for patrons. The bus will provide safe and convenient transport option for patrons of the premises.

- The bus is to operate on Friday and Saturday evenings between 5 and 10pm, as an hourly shuttle service between the hotel and public transport nodes and selected key locations in proximity to the venue to collect and drop off patrons
- Patrons can also book the shuttle in advance or place a request to staff whilst at the venue, from selected key locations in proximity to the venue to collect and drop off patrons on any other evening the hotel is operating, between 5 and 10pm.
- The shuttle will be offered and operated as a service for guests attending functions & events at the hotel.

2.13. CLEANING OF THE PREMISES

The Hotel operator will ensure as far as practicable that the premises are kept in a clean and tidy condition both internally and externally. Staff will clean the internal and external areas of the building on a daily basis. The kitchen and bar areas will be thoroughly cleaned as part of the employment of staff. This will be closely monitored by the Hotel operator's management team.

The Hotel operator will endeavour to remove any graffiti from the building within 48 hours of the graffiti appearing and should it be required, contact Council to assist.

2.14. SIGNAGE

Signage in compliance with the Liquor Act 2007 and the GM Act 2001 and their respective regulations shall be displayed in a prominent position in accordance with those legislative regulations.

Signage required for the responsible service of alcohol, together with signage requesting patrons when leaving the Hotel to respect the quiet and good order of the neighbourhood, shall be displayed at all appropriate locations in a clear and prominent position within the Hotel adjacent to points of egress.

Additionally, Signs which clearly identify waste management procedures and provisions to contractors, tenants and visitors should be distributed around the Hotel.

2.15. WH&S AND FIRST AID STAFF TRAINING

The Hotel's management and staff are to be sufficiently trained in first aid and workplace health and safety procedures in accordance with the Australian national standards.

3. SECURITY MANAGEMENT PLAN

The following addresses measures to be used for ensuring adequate safety, security and crime prevention on the site.

3.1. GENERAL SECURITY PROCEDURES

3.1.1. Premises Security

- Licensed security guards are engaged to ensure the safety of patrons and to maintain the quiet and good order of the area surrounding the premises. This obligation shall extend to the orderly dispersal of patrons from the premises.
- All security guards are trained in the essential requirements for licensed premises; intoxication rules and policies; acceptable identification; crowd control; eviction procedures; and how to deal with noise complaints.
- All licensed security personnel engaged at the Hotel are to have successfully completed a Liquor and Gaming NSW approved Responsible Service of Alcohol course.
- At least one Licensed Security Guard will be in attendance at the Hotel, seven nights a week. Whilst the starting time will vary on certain days of the week, at least one Guard will always be engaged at the Hotel for a minimum of thirty minutes after the Hotel ceases trading.
- Security measures shall be extended so that patrons are directed to leave the area of the premises in a quiet and orderly manner to ensure that the amenity of the neighbourhood is maintained.
- Security guards are to ensure compliance with all the conditions of the licence and all regulations.
- Security guards should immediately report any incident that requires police attention.
- Each security officer must ensure that they have their licence and competency card on them at all times
- The Hotel shall incorporate a high quality closed circuit television system to monitor patrons for security and safety purposes.
- Footage recorded should remain on the computer software for 30 days in accordance with the liquor license.
- The Hotel shall provide a copy of any footage from the Hotel's CCTV cameras upon request by officers of the NSW Police.

3.2. SENIOR STAFF

Not less than one senior staff member shall be on duty within the Hotel at all times it is open.

The licensee shall require the duty manager or senior staff person on duty to:

- Be readily identifiable to patrons at all times.

Make patrols of the interior of the Hotel from time to time for the purpose of:

- Monitoring and assessing RSA practices by staff
- Monitoring alcohol consumption and patron behaviour for signs of irresponsible or rapid consumption of alcohol and for signs of intoxication
 - Intervening at an early stage to assist in preventing intoxication
- Request any Hotel patron in the area patrolled to behave in a quiet and orderly manner if that action is considered necessary or appropriate.
- Prevent any patron, assessed as showing signs of intoxication, from entering the premises and bring to the notice of the manager or licensee any patron on the premises who might be considered intoxicated.
- Monitor patron behaviour in the vicinity of the Hotel until all patrons have left the vicinity, taking all practical steps to ensure the quiet and orderly departure of patrons.

- Cooperate with the police operating in the vicinity of the Hotel
- Ensure all emergency exits are kept clear at all times and retain a list of emergency telephone numbers near all phones at all times.
- Ensure that all staff are aware of the fire safety procedures to be followed in the event of a fire including evacuation to assembly points for patrons. The safety of patrons, neighbours and staff is to be paramount at all times.
- Ensure all fire safety equipment is regularly maintained and certified by a qualified maintenance contractor.

The licensee/manager shall record in the Incident Register any complaints made directly to the management or staff of the Hotel, by local residents or business people, about the operation of the Hotel or the behaviour of its patrons. They shall endeavour to resolve any issues and concerns of people in the surrounding areas with the involvement of Council or the NSW Police Service and meet with complainants to address reasonable concerns.

3.3. SECURITY TRAINING

Training will be provided to all staff members to ensure they are aware of their obligations to serve alcohol responsibly and to ensure that alcohol is not sold or supplied to minors. This includes reminding all staff that each member of our team has a legal responsibility to ensure alcohol is served responsibly and that they must refuse service to a patron if they believe the patron is showing signs of intoxication as a result of alcohol consumption.

All staff will be knowledgeable in relation to the definition of 'intoxicated' (as per section 5 of the Liquor Act 2007):

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.

Staff are provided with the following table of noticeable signs which could be an indication of patron intoxication as part of their training to detect intoxication at the earliest opportunity:

Speech	Balance	Co-ordination	Behaviour
▪ Slurring words ▪ Rambling or unintelligible conversation ▪ Incoherent or muddled speech Not understanding normal conversation	▪ Unsteady on feet ▪ Swaying uncontrollably ▪ Staggering ▪ Difficulty walking straight ▪ Stumbling Bumping into furniture	▪ Spilling drinks ▪ Fumbling change ▪ Difficulty counting money ▪ Difficulty opening or closing doors Fumbling change	▪ Rudeness ▪ Aggression ▪ Argumentative ▪ Offensive ▪ Loud/boisterous ▪ Drinking rapidly ▪ Physically violent Using offensive language

New staff will be issued with copies of the following documents (which will also be used for in-house training):

- Liquor Promotion guidelines 2019
- Prevention of Intoxication on Licensed Premises guidelines
- Intoxication guidelines

- NSW Police Crime Scene Preservation guidelines

Management will assess staff performance and compliance with their training during routine patrols of the Hotel. Staff failing to comply with the measures as outlined in the plan of management, and in accordance with their training, will face sanctions.

3.4. INCIDENT REGISTER AND COMPLAINTS

The licensee must maintain a register, in which the licensee is to record the details of any of the following incidents and any action taken in response to any such incident:

- Any incident involving violence or anti-social behaviour occurring on the premises
- Any incident of which the licensee is aware that involves violence or anti-social behaviour occurring in the immediate vicinity of the premises and that involves a person who has recently left, or been refused admission to, the premises
- Any incident that results in a person being turned out of the premises under section 77 of the Liquor Act 2007
- Any incident that results in a patron of the premises requiring medical assistance

The licensee must, if requested to do so by a police officer or inspector:

- Make any such incident register immediately available for inspection by a police officer or inspector, and
- Allow a police officer or inspector to take copies of the register or to remove the register from the premises
- The licensee must ensure that the information recorded in the incident register under this measure is retained for at least 3 years from when the record was made.