

# **PLAN OF MANAGEMENT**

**KINGSWOOD HOTEL**

**180 GREAT WESTERN HIGHWAY  
KINGSWOOD NSW 2747**

**Dated: October 2020**

# **PLAN OF MANAGEMENT**

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## **A. Site and Locality Details**

### **1. Location**

- 1.1 The Kingswood Hotel is located at 180 Great Western Highway, Kingswood NSW 2747.
- 1.2 The site is located within close proximity to major roads and public transport facilities.

### **2. Venue Particulars**

- 2.1 The public areas of the Hotel are comprised over a single level.
- 2.2 Public access to the premises is obtained via doors located at both the front (Great Western Highway) and the rear (Wainwright Ln) of the venue. There are various emergency egress points throughout the premises.
- 2.3 The hotel provides a range of facilities including a full serviced bar, bistro, lounge areas, sports bar, TAB, gaming facilities and take away liquor.

### **3. Surrounding Land Use**

- 3.1 Having regard to its location on the great western highway, there is a significant mix of uses in the immediate vicinity of the hotel including retail shops, take away shops, medical practices and other general business uses.
- 3.2 The hotel is situated in an area with a high degree of vehicle thoroughfare.

### **4. Available Safe Transport Options**

- 4.1 The hotel is located adjacent to the Kingswood Train Station and within short walking distance of numerous bus stops.
- 4.2 Staff and or Security are assigned the role of patrolling along the perimeter of the hotel to ensure that patrons depart the vicinity of the hotel quickly, quietly and safely.
- 4.3 The hotel provides a car park and a vacant parcel of land to accommodate patron's vehicles.

## **B. Operational Details**

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

- 1.1 The proprietor of the business Kingswood Hotel Operations Pty Limited (ACN: 628 639 761). The company is part of Iris Hotel Group, which includes a large number of metropolitan and regional hotels and has incorporated practices and policies of the Group into the operation of this hotel.
- 1.2 Kingswood Hotel Operations Pty Limited employs a full time Licensee, under the direction of the Group's Operation Manager, to exercise control of the operation of the premises and to ensure compliance with the responsibilities of the hotel under the relevant licensing laws.
- 1.3 The duty shift managers are responsible for the general operation of the hotel and report to the Licensee. Some of the specific responsibilities of managers are as follows:
  - 1.3.1 Provide support to management in an operational capacity;
  - 1.3.2 Ensure that a copy of the hotel licence and conditions are correctly displayed and enforced;
  - 1.3.3 Monitor intoxication and responsible service of alcohol;
  - 1.3.4 Instruct and direct staff members and security to perform duties;
  - 1.3.5 Handle complaints from customers and any other person in accordance with the procedures of the hotel;
  - 1.3.6 Reinforce hotel policies to staff members in relation to procedures such as responsible service of alcohol, checking of identification and evacuation;
  - 1.3.7 Customer relations;
  - 1.3.8 Monetary control; and
  - 1.3.9 Evaluate performance of staff and security on a weekly basis.
- 1.4 Bar attendants are engaged at the hotel in numbers necessary to meet the customer demand from time to time. The primary role of bar attendants is customer service, including service of gaming patrons. Bar attendants are also responsible for ensuring that alcohol is served responsibly and intoxication is prevented.
- 1.5 Floor staff are engaged to ensure that the cleanliness and safety of the premises is maintained. Due to the nature of this role requiring floor staff to

patrol all areas of the premises, floor staff are also required to observe patrons for signs of intoxication and enforce responsible service of alcohol by reporting any signs to the bar supervisor, security or the Manager on duty.

- 1.6 Gaming attendants are engaged to service patrons by providing payouts of jackpots. Gaming attendants also have a responsibility to ensure that patrons gamble responsibly.
- 1.7 The hotel operates pursuant to a hotelier's licence in accordance with the requirements of the Liquor Act 2007 and Liquor Regulations 2008 (Liquor Licence number: LIQH400118910).

## **2. Mode and Style of Operation**

- 2.1 The hotel is best characterised as a modern Australian hotel, providing traditional pub offerings in comfortable surroundings.
- 2.2 The hotel operates with a focus on liquor, food and gaming and wagering services.

## **3. Trading Hours**

- 3.1 The hotel is approved to operate between the following hours subject to the limitations imposed by Division 3 of Part 6 of the Liquor Act 2007:

### **Consumption on Premises: Whole of the Licensed Premises excluding Beer Garden and Terrace.**

Monday	10.00am to 4.00am
Tuesday	10.00am to 4.00am
Wednesday	10.00am to 4.00am
Thursday	10.00am to 4.00am
Friday	10.00am to 4.00am
Saturday	10.00am to 4.00am
Sunday	10.00am to 12.00am

### **Consumption on Premises: Beer Garden and Terrace**

Monday	10.00am to 12.00am
Tuesday	10.00am to 12.00am
Wednesday	10.00am to 12.00am
Thursday	10.00am to 12.00am
Friday	10.00am to 12.00am
Saturday	10.00am to 12.00am
Sunday	10.00am to 12.00am

### **Take away sales**

Monday to Saturday	10.00am to 11.00pm
Sunday	10.00am to 10.00pm

## **4. Security**

- 4.1 When deemed necessary by the licensee, licensed security guards are to be engaged from the period of demand, until half an hour after closing of the hotel or until the last patron has left the vicinity of the hotel.
- 4.2 When in excess of two security guards are engaged at the hotel, the shift commencement times of security guards are staggered according to the usual periods of demand.
- 4.3 The primary reason that the hotel is to engage security personnel is to ensure the safety of patrons in and outside the premises 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.
- 4.4 All security personnel have been trained in the essential requirements of licensed premises; intoxication rules and policies; acceptable identification; crowd control; eviction procedures; and how to deal with noise complaints.
- 4.5 All licensed security personnel engaged at the hotel are to have successfully completed an Independent Liquor and Gaming Control Authority approved Responsible Service of Alcohol course.
- 4.6 When engaged, the specific duties of security guards engaged at the hotel include the following:
  - 4.6.1 Security guards stationed at the entry to the premises are to undertake a stringent screening process of patrons. All patrons who appear under the under the age of 25 years are to be asked for identification. Security guards are only permitted to accept the following forms of identification:
    - a valid driver's licence with a photograph;
    - a valid passport with a photograph; or
    - a valid photo card with a photograph.
  - 4.6.2 All security guards shall request the production of identification regardless of where they are stationed if it appears that a patron is under the age of 18 years.
  - 4.6.3 Security guards checking identification shall thoroughly check the document to ensure that the photograph corresponds to the person

producing the document and also to check for signs of damage and manipulation as well as distinguishing legitimate features such as a watermark or hologram.

- 4.6.4 Security guards will monitor patrons to screen for any patron who appears to be intoxicated. Patrons who appear intoxicated will not be permitted to enter or remain on the premises.
- 4.6.5 Security guards will monitor patrons to screen for weapons.
- 4.6.6 Security guards shall conduct visual surveillance along the perimeter of the hotel.
- 4.7 Security measures shall be extended to the outside of the premises 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 and that there is no congregation of patrons around the premises or on public roads to impede access/egress to and from the premises.
- 4.8 During peak times there will be at least 1 security guard per 100 people. (peak times being Friday, Saturday and public holiday evenings).
- 4.9 Security guards are required to be in communication with each other at all times that they are on duty. This is to be undertaken by way of headsets and 2-way radio.
- 4.10 Security guards are to ensure compliance with all the conditions of the licence and all regulations.
- 4.11 Security guards are to ensure that they are in possession of their notebook at all times and shall accurately record incidents immediately after they occur. At the conclusion of the shift, security guards shall provide their notes to the security manager who shall then enter the notes into the Security Incident Diary.
- 4.12 The following matters are examples of matters to be noted by security:
  - Refusal of admission of patrons due to intoxication or due to absence of identification or defective identification.
  - Requesting patrons to leave premises due to intoxication, violent or anti-social and inappropriate behaviour.
  - Detection of drugs or weapons on patrons or inside the premises.
  - Any assaults inside the premises or outside the premises witnessed by security, whether or not patrons of the premises are involved.
  - Observations of disturbances outside the premises, whether or not created by patrons of the hotel.
  - Results of regular patrols.
  - Police attendances on site.

- 4.13 Security guards should liaise with the local police at all times when on duty and report any incidents requiring police attention immediately.
- 4.14 Each security officer must ensure that their licence is displayed at all times (within reason) and shall ensure that they have their earpieces and radios operational.
- 4.15 The hotel shall incorporate a high quality closed circuit television system to monitor patrons for security and safety purposes.
- 4.16 Footage recorded remains on the computer software for approximately 30 days.
- 4.17 The hotel shall provide a copy of footage from the hotel CCTV cameras upon request by officers of the NSW Police, within a reasonable period after any such request.
- 4.18 A person must be refused admission to the venue as a patron if the person chooses not to produce his or her photo ID to a staff member, or is subject to a temporary or long-term banning order.

## **C. Management Measures and Strategies**

### **1. Alcohol Management**

- 1.1 The hotel shall take all reasonable steps to prohibit or restrict activities (such as promotions or discounting) that could encourage misuse or abuse of liquor (such as binge drinking or excessive consumption).
- 1.2 The hotel shall not apply extreme discounts to liquor as part of any promotion.
- 1.3 Each staff member employed at the hotel and each security officer engaged from time to time at the hotel shall have completed an approved course of instruction in the Responsible Service of Alcohol.
- 1.4 A register is to be maintained on the premises that is to contain a copy of the certificate of the satisfactory completion of the Responsible Service of Alcohol course by the licensee and for the persons required to complete the course. The register is to be made available for inspection on request by an officer of the NSW Police or authorised inspector.
- 1.5 The hotel shall continually apply the house policies and practices on harm minimisation and responsible service of alcohol. A copy of the house policy is to be maintained in the register in which the certificates of completion of the responsible service of alcohol course are filed.



- 1.6 The hotel shall ensure that notices relating to its policy and the law regarding intoxication are prominently displayed in the premises, and at each public entrance way to the premises notices relating to its policy and the law regarding the requirement to produce evidence of age.
- 1.7 The hotel has adopted and endorses the Liquor Industry Code of Practice for the Responsible Promotion of Alcohol Products and the Director General of Liquor and Gaming Guidelines on Intoxication and shall continue to implement the initiatives of same.
- 1.8 Alcohol served by staff at the hotel is to be by way of standard measures only.
- 1.9 The hotel shall ensure that free drinking water is made available as well as non-alcoholic beverages (for sale or complimentary) to patrons at all times that alcohol is available for sale and consumption.
- 1.10 Low alcohol beer and non-alcoholic beverages are to be available at all times when full strength liquor is available. The pricing structure of low alcohol beverages is to reflect the lower wholesale cost of those beverages.
- 1.11 The hotel shall ensure that the conditions of the hotel licence and statutory provisions applying to the hotel are complied with. The licensee shall be responsible for maintaining statutory compliance and shall cause compliance audits to be performed by management to ensure that statutory signage is correctly displayed and other requirements are met so as to assist with harm minimisation.
- 1.12 The hotel shall prevent patrons from becoming intoxicated to unacceptable levels and shall not admit patrons into the premises who exhibit signs of intoxication. Any patrons exhibiting signs of intoxication within the premises are to be further assessed by security or management and if deemed to be reasonably impaired in mental or bodily functions, as a result of alcohol consumption, shall not be permitted to remain on the premises. Any patron requested to leave the premises shall be escorted and safe transport options arranged.
- 1.13 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.
- 1.14 All staff members at commencement of employment shall be reminded of their responsibilities relating to responsible sale and supply of alcohol.
- 1.15 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).
- 1.16 The following drinks must not be sold or supplied on the premises between midnight and 4.00am:

- 1.16.1 any drink (commonly referred to as a “shot”, a “shooter” or a “bomb”) that is designed to be consumed rapidly;
  - 1.16.2 any drink containing more than 50% spirits or liqueur;
  - 1.16.3 any ready to drink beverage with an alcohol by volume content of more than 5%; and
  - 1.16.4 any drink prepared on the premises that contains more than 30 ml of spirits or liqueur, unless it is an alcoholic drink (commonly known as a “cocktail”) that contains spirits or liqueur (or both) mixed with other ingredients and is not designed to be consumed rapidly and the alcoholic drink is listed on a cocktail list which itemises the price of such alcoholic drinks and the alcoholic drink is not sold for a price less than that set out in the cocktail list.
- 1.17 Between midnight and 4.00am no more than two (2) alcoholic drinks (whether or not of the same kind), may be sold or supplied on subject premises to the same person at any one time.
- 1.18 The venue will not promote or publicise or cause to be promoted or publicised by any means (at the venue or elsewhere) the supply of any free or discounted drinks (including, but not limited to, a “shot”, a “shooter” or a “bomb”) that are designed to be consumed rapidly at the venue, or any inducement (such as a prize or free give away or similar incentive) to purchase any drink designed to be consumed rapidly at the venue.
- 1.19 No patron shall be permitted to bring alcohol into the premises for consumption on the premises at any time that the premises is open for trade.

## **2. Noise Management and Control**

- 2.1 The hotel recognises that there is some potential for noise impacts upon neighbouring premises as a result of the operation of the premises during late hours.
- 2.2 Due to the nature of the construction of the premises and the proposed mode and style of operation, potential noise disturbances from inside the hotel shall be limited.
- 2.3 No amplified music will be played between midnight and 5.00am. However, background music may be played from time to time at a level which shall be inaudible to neighbouring premises.
- 2.4 Between 7.00am and midnight, the hotel shall not produce noise (L10) that exceeds the background noise (L90) by more than 5 dB in any octave band

between 31.5 Hertz and 8000 Hertz inclusive measured outside any residential premise.

2.5 Between midnight and 7.00am the hotel shall not produce noise (L10) that exceeds the background noise (L90) by more than 0 dB in any octave band between 31.5 Hertz and 8000 Hertz inclusive measured outside any residential premise.

2.6 The noise from the hotel shall not be audible within any habitable room in any residential premises between the hours of midnight and 7:00am.

### **3. Patron Management**

3.1 It is acknowledged that operators of premises have some control over patron behaviour whilst patrons are on the premises, however there are limitations as to control after patrons leave the premises.

3.2 The hotel shall consider the amenity of neighbours and shall take all reasonable measures to ensure that there is a minimal adverse impact to the surrounding area in terms of disturbance and anti social behaviour caused by patrons.

3.3 The hotel shall ensure that practices relating to alcohol management are maintained so as to reduce the potential for patrons to become intoxicated and therefore less likely to participate in anti-social, inappropriate or noisy behaviour after leaving the hotel.

3.4 Management and security are to request patrons to depart the premises quietly and to consider the neighbours. Security guards stationed at the front of the premises are to direct patrons to move on and away from the vicinity of the premises.

3.5 The hotel shall cause signage to be displayed at the entry/exit of the premises alerting patrons to ensure that they leave quickly and quietly without disturbing the neighbours.

3.6 The hotel shall maintain an Incident Register, which is to include brief reports of incidents occurring within the hotel or in the vicinity. The Security Manager is to provide the Security Incident Diary and any other reports to the manager or licensee for inclusion in the Incident Register.

3.7 The hotel shall take all reasonable measures to ensure that the behaviour of staff and patrons when entering and leaving the premises does not detrimentally affect the amenity of the neighbourhood, including but not limited to the following:

- 3.7.1 erecting signage within the premises and inside the entrance/exit advising patrons to leave the premises in a quiet and orderly manner;
- 3.7.2 regularly patrolling the perimeter of the hotel;
- 3.7.3 Verbally encouraging patrons to disperse from the area quickly and quietly, and not to congregate in the forecourt area;
- 3.7.4 diligent and accurate recording of incidents;
- 3.7.5 security guards are to use all reasonable steps to prevent people from loitering outside the premises and in the vicinity of the premises.
- 3.7.6 maintaining high quality digital surveillance and CCTV system both inside and outside the venue to ensure that any anti social behaviour displayed in the public, regardless of its source may be monitored, reported and dealt with by the appropriate authorities;
- 3.7.7 maintaining a close working relationship with the Local Area Command and implementing reasonable strategies suggested by its officers; and
- 3.7.8 strictly enforcing the hotel house policy for the responsible service of alcohol and the provisions of the licensing legislation to ensure that patrons do not become intoxicated to the point where anti-social behaviour may result, and also refusing entry to the premises of those persons who appear to be intoxicated or under the influence of illicit substances.

#### **4. Gaming Management**

- 4.1 The Hotel's management and staff are supportive of and encourage responsible gaming practices. All staff engaged in the operation of gaming machines have completed the prescribed Responsible Conduct of Gambling Course. A responsible gambling certificate for all staff is maintained in a register at the Hotel, if applicable.
- 4.2 The Hotel currently has 29 gaming machines. All gaming machines are located within a gaming room as prescribed by Clause 9 of the Gaming Machines Regulation 2002, in that:
  - 4.2.1 The gaming room is located in a bar area of the Hotel;
  - 4.2.2 The gaming room is physically separated from the general bar area by walls and doors;

- 4.2.3 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;
- 4.2.4 Entry to the gaming room is free of charge;
- 4.2.5 The machines cannot be seen from any place outside the Hotel that is used by the public or to which the public has access;
- 4.2.6 All gaming machines are suitable spaced in order to facilitate access;
- 4.2.7 The gaming room is supervised at all times by way of electronic means and physical present of the licensee or an employee; and
- 4.2.8 The gaming room has a doorway(s) that provide 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 the a public street, or to any area not forming part of the Hotel when moving from the gaming room to the other facilities.
- 4.3 Patrons of the Hotel are made aware of the AHA's counselling services and of the government funded "gambling HELP" counselling service.
- 4.4 Patrons will be made aware of the chances of winning and the problems associated with excessive gambling through the prescribed signage required to be located on each gaming machine and throughout the gaming room by way of the prescribed information notices on display.
- 4.5 The ATMs located within the Hotel also display the appropriate signage to notify patrons of the problems associated with gambling.
- 4.6 The Hotel does not offer prizes associated with the use of its gaming machines and the Hotel has a policy of not cashing cheques.
- 4.7 The Hotel will comply will advertising requirements in respect of gaming:
  - 4.7.1 The Hotel will not use the word "casino" in any description or promotion of the Hotel;
  - 4.7.2 The Hotel will not permit gaming related advertising material to be displayed on the exterior or interior of the premises;
  - 4.7.3 The Hotel will not promote irresponsible gaming or gaming practices;
  - 4.7.4 The Hotel will display a clock, that is set to, or within 10 minutes of, the correct time and is in view of patrons in the gaming room;
  - 4.7.5 The Hotel will not publish the details of any person who has won a prize in excess of \$1,000; and

- 4.7.6 The Hotel will display the prescribed signage with the gaming room, on all gaming machines, on the ATM any EFTPOS facilities.
- 4.8 The Hotel provides gaming related help line pamphlets and has signage located throughout the hotel.
- 4.9 The Hotel Manager and supervisors are trained to watch for problem gamblers and talk regularly to patrons, assisting patrons when required.

## **5. Waste Management, Cleaning and Maintenance**

- 5.1 All general waste and recycling is to be stored in the common area for waste removal for collection not less than once a week.
- 5.2 All glass waste is to be stored in the cellar and relocated to the pick-up zone at the rear of the hotel between the hours of 7.00am and 8.00pm on the days proceeding collection.
- 5.3 Glass sorting or disposal shall not take place external to the premises between the hours of 10.00pm and 7.00am.
- 5.4 The premises are subject to a general clean by contract cleaners daily during periods of closure and regular cleaning by bar staff during operating hours which includes regular duties to be performed and subject of checking by the duty manager.
- 5.5 A licensed contractor is to be engaged to remove all waste and materials suitable for recycling from the premises.