



Attachment 9 to Item 2.1.1.

Plan of Management

Date of meeting: 27 February 2025
Location: Council Chambers
Time: 10am

HOTEL PLAN OF MANAGEMENT 27 Douglas Road, Kurrajong Heights



Prepared by Balma Projects Pty Ltd

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ASSOCIATED DOCUMENTS

STATEMENT ON CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

EMERGENCY EVACUATION PLAN

WASTE MANAGEMENT PLAN

1. INTRODUCTION

This Plan of Management is for the operation of a hotel on the premises at 27 Douglas Road, Kurrajong Heights. It has been prepared for the purpose of maintaining social and environmental standards for guests, staff and surrounding residents, and to clarify responsibilities and protocols for the orderly management, administration, cleanliness, safety and security of the premises.

The Plan of Management has been prepared to be consistent with the guidelines of Liquor and Gaming NSW including in particular 'Fact sheet FS3164 Liquor Plan of Management guidance', 'Fact sheet FS3160 Gaming Plan of Management guidance' and 'Prevention of Intoxication on Licensed Premises Guidelines'.

2. DESCRIPTION OF HOTEL PREMISES AND OPERATION

The hotel premises comprises a pub building and tourist accommodation cabins on the property at 27 Douglas Road, Kurrajong Heights.

2.1 Hotel Pub Building

Building description

The pub comprises a three level building containing the following:

- Lower ground floor back-of-house facilities including car park, loading dock, storage, kitchen, toilet amenities, underground water tanks, and underground sewage holding tanks.
- Ground floor internal bars with serving counters, tables and chairs, enclosed verandah with tables and chairs, outdoor tea garden with tables and chairs, outdoor children play area, and toilet amenities.
- First floor internal bars and enclosed verandah with serving counters, tables and chairs, and toilet amenities

Hotel Pub building patron capacity

The proposed hotel pub building has capacity to accommodate a maximum 300 patrons.

Hours of operation

The opening hours of the hotel pub for customers are 7am to Midnight, 7 days per week.

Ancillary activities around the outside of the building such as deliveries, loading dock operation, servicing, and external cleaning are to occur between 7am to 10pm 7 days per week.

Ancillary activities inside the building premises such as servicing, cleaning, maintenance and food preparation may occur at any time.

Food and Beverage Served

The hotel pub will serve both food and beverages including alcoholic and non-alcoholic drinks.

Food may be cooked on the premises and served 7 days per week at any time within the hotel pub opening hours. At the very least, food will be cooked and served on the premises for lunch between 12pm to 2pm and for dinner between 6pm to 9pm.

2.2 Tourist Accommodation Cabins

The tourist accommodation comprises 9 cabins each with capacity of up to 4 people for smaller cabins and 6 people for large cabins. Each cabin contains bedding, bathroom with toilet, kitchenette, table with chairs, television, air conditioning, wi-fi, and outdoor area with table and chairs.

3. MANAGEMENT

The hotel is to be managed in accordance with this Plan of Management which sets out the management responsibilities for management and staff.

The pub building and tourist accommodation cabins may operate under either the same manager or separate managers. Accommodation is provided on site for a manager on the premises.

4. RESPONSIBLE SERVICE OF ALCOHOL

A policy of responsible service of alcohol (RSA) applies to the management and operation of the hotel premises to provide for the wellbeing of patrons, staff and the community. The RSA policy is to be in accordance with Liquor and Gaming NSW Prevention of Intoxication on Licensed Premises Guidelines and includes the following protocols, procedures and obligations of management and staff in serving alcohol:

Management of Intoxication

- Staff monitor patrons for excessive numbers of drinks consumed and/or signs of intoxication.
- No more than one alcoholic spirit drink per customer sold after 11pm.
- No service of alcohol to intoxicated patrons.
- Signage is to be provided in each room of the premises and in outdoor patron areas discouraging excessive drinking and intoxication.

Management of Minors (persons under 18 years of age)

- No service of alcohol to minors.
- Proof of age is to be provided for young adults seeking to purchase and/or consume alcoholic drinks.

Food and Non-Alcoholic Drink Availability

- Food and non-alcoholic drinks are to be available for customers at all times.
- Food will be cooked and served on the premises at the very least for lunch between 12pm to 2pm and for dinner between 6pm to 9pm.
- Discounted non-alcoholic drinks are to be available at peak evening times.
- Drinking water will at all times be made available free of charge to patrons at or near the point of service at which liquor is served or supplied to patrons on the premises.

Liquor Sales / Promotions

- No irresponsible alcohol promotions that promote more consumption of alcoholic drinks or excessive drinking (eg. 2 for 1 price promotions).
- Each liquor / alcoholic drink sale or promotion is matched with a sale or promotion of non-alcoholic drink and / or food.
- Any liquor promotion material or advertisement associated with the premises is to include a message that encourages the responsible consumption of alcohol.

No undesirable liquor products

No undesirable liquor products as listed in Section 86 of the Liquor Regulation 2018 is to be sold on the premises for consumption. This includes any ice block, aerosol, vapour or powder containing alcohol.

Transport Options

- A courtesy bus is to be available to transport hotel patrons to surrounding areas to a minimum distance of 10km from the premises during pub opening hours between 6pm and 12am.
- Signage is to be included in all rooms in the pub building and in outdoor patron areas promoting safe transport options to patrons such as courtesy bus, taxi, car sharing and walking.
- Staff are to promote safe transport options to patrons including courtesy bus, taxi, car sharing and walking, especially for intoxicated customers.

Staff Training

Refer to Section 6 of this Plan of Management below.

Security

Refer to Section 7 of this Plan of Management below.

Complaints and Incidents

Refer to Section 11 below for procedures on handling of complaints and incidents.

5. RESPONSIBLE CONDUCT OF GAMBLING

A policy of responsible conduct of gambling (RCG) applies to the management and operation of the hotel premises to minimise gambling harm and provide for the wellbeing of patrons and the community. The RCG policy comprises the following protocols, procedures and obligations of management and staff in gambling operations on the premises:

- A staff member is to be present in the gaming area at all times.
- Staff are to proactively identify patrons who may be displaying signs of problematic gambling, and encourage such patrons to cease gambling and seek assistance such as counselling for problem gambling.
- Minors are to be excluded from gaming areas and machines.
- Proof of age is to be provided for young adults seeking to participate in gaming on the premises.
- Signage is to be provided in gaming areas and staff are to promote a culture of responsible gambling messaging, awareness of problem gambling, gambling harm minimisation, self-exclusion, problem gambling support services.
- Payment of large prizes are to be made be via cheque or electronic funds transfer.
- No gaming player reward or account schemes will be offered at the premises.
- Breaks in play are to be encouraged through venue and service design (eg. restricting food and drink service to patrons at gaming machines).
- Staff are to be trained in responsible conduct of gambling (RCG) as specified in Section 6 below.

6. STAFF TRAINING

The licensee, manager, staff and security /crowd control in the operation of the hotel are to have relevant training and qualifications in accordance with Part 5 of the Liquor Regulation 2018 including that described below.

Management and staff are to have completed training in a responsible service of alcohol (RSA) course prescribed in the Liquor Regulation and in responsible conduct of gambling (RCG) within two years prior to commencement of employment, and undertake a refresher course every two years.

Staff serving liquor on the premises and security / crowd control are to hold a recognised competency card with a current RSA endorsement.

Management and staff are to be given a copy of and training in this Plan of Management by the licensee at the commencement of employment in the hotel operations, and be given refresher training in it at least once every year.

7. SECURITY AND SAFETY

Security

The hotel is to have suitably trained and expert security and crowd control personnel on site between 6pm and 12am midnight at a minimum rate of 1 security person per 100 pub patrons. Security staff are to be dressed in readily identifiable uniform so that they may be highly visible to patrons, displaying identification as a security guard and be appropriately licensed.

Complaints and incidents associated with the premises are to be managed by staff and security in accordance with the handling procedures in Section 11 below.

Refer to the accompanying Statement on Crime Prevention Through Environmental Design for a description of security measures to be implemented in the building for minimising crime.

Safety

- A staff member or security person with training in first aid is to be present on the premises at all times the pub building is open to patrons.
- First aid kits are to be provided in the site manager's residence and pub building.
- A floor plan of building exit paths is to be provided on a wall in each room.
- A copy of the Emergency Evacuation Plan is to be provided in the site manager's residence, each tourist accommodation cabin, and in the pub building.
- Contact details for the site manager and emergency services is to be provided in each tourist accommodation cabin and in the pub building.

Fire Safety

Fire safety measures in the pub building and tourist accommodation cabins are to comply with the National Construction Code and will include the following:

- fire extinguishers;
- fire blankets;
- floor plan of building exit paths on the wall in each room;
- monthly fire safety inspection; and
- annual fire safety statement.

8. NOISE MANAGEMENT

The noise management measures below are to be implemented in the operation of the hotel premises to manage noise impacts on the surrounding environment and residential properties according to relevant noise standards.

The management measures below are based on a Noise Impact Assessment prepare by Acoustic Logic in January 2022. Any review of the noise management measures below in this Plan of Management is to involve an updated noise impact assessment by an expert acoustic engineer.

Music Noise Levels

- Amplified music in internal areas of the venue is to be background only, with a maximum sound pressure level of 65 dB(A)L10(15min)
- Drum kits/live bands are not to be used within the premises, except where subject to an additional noise assessment.

Pub Building

- Doors and windows to have acoustic seals.
- Verandah screening to remained closed at higher capacities indicatively over 15 patrons.
- Doors windows opening to external areas to remain closed except for patron ingress/egress where verandah screening is open.
- Verandah areas are to have absorptive material applied to approximately 60% of ceiling area, with a NRC of 0.9 (Martini Decoquiet, Planobevel, or equivalent).

Patron Numbers & Operating Times

- The tea garden and the roof garden in the pub building are not to operate after 10pm.
- The outdoor smoking area may operate until 12am midnight.

Patrons within internal areas of the pub building are to be limited as follows:

- Ground Floor Bistro /Dining Room - up to 100 patrons at any one time;
- Ground Floor Sports/Casual Bar - up to 100 patrons at any one time; and
- First Floor Casual Bar / Lounge - up to 120 patrons at any one time.

Patrons in external areas of the pub building are to be limited as follows:

- Ground Floor verandah - up to 50 patrons at any one time;
- First Floor verandah up to 50 patrons at any one time;
- Tea Garden up to 30 patrons at any one time;
- Roof Garden up to 12 patrons at any one time; and
- Smoking Area - up to 7 patrons at any one time.

Acoustic Barrier Screening

- Ground floor and first floor veranda areas on the pub building are to be fully enclosed, with acoustic screening to be fitted behind the proposed external slats. Screening is to be constructed of a system which achieves a minimum performance of $R_w 31$.
- A barrier fence is to be constructed along the northern western boundary of the tea garden. The barrier must have an RL of 3m above tea garden ground floor level. The barrier may be constructed of lapped and capped timber, plexiglass, 4mm Perspex, Colorbond, 9mm fibrous cement sheet or equivalent, installed with no gaps between the panels, and maximum of a 20mm gap at the bottom to allow water flow if required.

- An additional barrier is to be constructed along the extent of the north western boundary of the site. The barrier must have an RL of 2.4m above ground floor level of the adjacent resident. The barrier may be constructed of lapped and capped timber, plexiglass, 4mm Perspex, Colorbond, 9mm fibrous cement sheet or equivalent, installed with no gaps between the panels, and maximum of a 20mm gap at the bottom for water flow if required.
- A 2 metre high barrier is to be constructed to enclose the Level 1 Roof Garden on the pub building. The barrier may be constructed of lapped and capped timber, plexiglass, 4mm Perspex, Colorbond, 9mm fibrous cement sheet or equivalent, installed with no gaps between the panels, and maximum 20mm gap at the bottom for water flow if required.

Car Park

- A 2.4 metre high arched canopy barrier is to be installed along the entire length of the western boundary of the car park. The underside of the canopy is to be fitted with absorptive material such as Bradford Anticon Insulation or equivalent, with a NRC of 0.9.

Additional Management Controls

- Signs are to be displayed at the entry / exit of the premises reminding patrons to minimise noise when departing the premises, especially after 10pm. Staff and security are to enforce the above.
- Tables in outdoor Tea Garden in front of the pub building are to be limited to seat 4 people. Management is to control seating arrangements so that no more than 4 people are seated at any one table.

Mechanical Plant

- Any mechanical plant that may be proposed to service the premises are to be assessed with reference to the NSW EPA Noise Policy for Industry. Detailed acoustic review should be undertaken at construction design stage to determine acoustic treatments to control noise emissions to satisfactory levels.

9. TOURIST ACCOMODATION RULES

House rules for guest in the tourist accommodation cabins to respect orderly occupation of the premises and residential amenity of adjoining residences include the following:

- Guest visitors in the tourist accommodation cabin area are to leave the cabin area by 10pm.
- Use of outdoor open space for any gatherings is to cease by 9pm.
- Amplified music is prohibited between 8am and 8pm.
- Noise is to be kept to a reasonable level to maintain a quiet residential amenity.
- Any complaints from guests or surrounding residents or incident is to be referred to the site manager and handled in accordance with the complaints and incidents procedures in Section 11 below.
- Fees for accommodation guests are to be managed by the tourist accommodation manager. Accommodation receipts are to be issued to guests and copies kept by management for a minimum period of 7 years.

10. MAINTENANCE, CLEANING AND WASTE MANAGEMENT

Cleaning

- Tourist accommodation cabins and associated outdoor courtyard are to be cleaned after each day of use.
- The pub building is to be cleaned daily between closing time and opening time.
- The loading dock is to be cleaned weekly.
- The curtilage of the property around the buildings and landscaped areas are to be cleaned and maintained fortnightly.

Waste Management

A separate Waste Management Plan is prepared by Dickens Solutions for the operation of the premises.

The premises is to include a minimum of 3 x 1,100 litre bins for general waste and 3 x 1,100 litres bins for recyclable waste stored in a waste room near the loading dock for collection and disposal three times per week by a commercial waste contractor.

Pest & Vermin Control

The control of pests and vermin on the premises is to include:

- monthly inspection of the premises for pests/ vermin; and
- immediate inspection and timely pest/vermin control action in response to any complaints on pests / vermin.

11. COMPLAINTS AND INCIDENTS HANDLING PROCEDURES

Complaints

- Any complaint about noise, unruly behaviour, anti-social behaviour, illegal activity or pollution of the environment associated with the premises are to be managed and recorded by the manager of the premises.
- For any complaint, the manager of the premises is to identify and record the complaint name and contact details, the reasons for the complaint, the response to rectify the reasons for the complaint, and inform the complainant of the response to the complaint.
- A Complaints and Incidents Register is to be kept by the manager and pub licensee that records the complainant details, date and time of complaint, description of complaint, response to complaint, and date and time of notifying the complainant of the response to the complaint. A record of each complaint on the Register is to be kept for a minimum of 3 years.
- Signage is to be provided in the premises with contact details for the manager of the premises.

Incidents

- Any incident (such as an accident, damage to property, violence, anti-social behaviour person needing medical assistance, person being turned out of the premises, possession or use of any prohibited drug or substance) on or in the immediate vicinity of the premises is to be managed and recorded by the manager of the premises.
- The manager is to identify and report on the incident, its cause, and the resolution of any problem leading to the incident.
- Staff and security personnel are to attend and manage any conflict including monitoring of the premises for any indications of tension and conflict, employing measures to de-escalate any tension and conflict, and separate any people in conflict.
- Any injury to a person on the premises is to be referred to staff or security personnel with training in first aid and if deemed necessary referred to Ambulance NSW and NSW Police. A staff member or security person with training in first aid is to be present on the premises at all times the premises is open to patrons.
- If the licensee, manager or a staff member becomes aware of an incident on the premises involving a crime or act of violence that has caused an injury to a person, the licensee will immediately notify the NSW Police and take all reasonable steps to preserve and keep intact the area where the incident occurred, retain any implement or other thing associated with the incident, secure CCTV footage, obtain contact details of witnesses, and comply with any directions given by the NSW Police relating to the incident.
- A Complaints and Incidents Register is to record a description of every incident including date and time and type of incident, cause of incident, and description of management response and outcome / resolution of incident.
- A record of each incident on the Complaints and Incidents Register is to be kept for a minimum of 3 years.

12. REVIEW OF PLAN OF MANAGEMENT

This Plan of Management is to be reviewed a minimum of once every two years to identify where better management or improved amenity outcomes can be achieved, and to address any changes to relevant legislation or guidelines of Liquor and Gaming NSW.

The review of the Plan will be conducted in consultation with NSW Police and Hawkesbury City Council.

