

The Oxford Bathurst

Location of Relevant Stakeholders (200m)



Key:

The Oxford Bathurst

Cathedral Catholic Primary School Bathurst

Cathedral of St Michael and St John

LOCAL IMPACT ASSESSMENT

CLASS 1 APPLICATION

March 2021

THE OXFORD BATHURST – LIQH400108893

William & Piper Streets Bathurst NSW 2795



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1. EXECUTIVE SUMMARY

1.1. Outline

The Oxford Bathurst, situated at William & Piper Streets (the “**Hotel**”), operates pursuant to hotel licence serial no. LIQH400108893 (the “**Licence**”). The Hotel is located in the Bathurst Local Government Area (the “**LGA**”). The Hotel is situated in the area known as SA2 Bathurst, which is classified as Band 2 by the Independent Liquor and Gaming Authority (the “**Authority**”). The Hotel’s current gaming machine threshold is 13.

The Hotel’s licensee, Lion Majestic Pty Ltd (the “**Licensee**” and the “**Applicant**”) lodges the enclosed threshold increase application (the “**Application**”) seeking the Authority’s approval for a low-range threshold increase from 13 to 20.

1.2. Operation of Hotel

The primary purpose of the Hotel is the sale of liquor by retail.

The Hotel offers its patrons a broad range of facilities including: a unique public bar, BBQ styled restaurant, nightclub, beer garden and bottle shop.

The Hotel hosts functions and events, including some of the biggest live music acts in regional NSW. The Hotel’s reputation for providing quality live music acts, coupled with its large variety of facilities, is the primary reason that it has become a significant attraction for visitors to the Bathurst LGA.

Approved gaming machines are operated in a discrete internal gaming room within the Hotel. The profit derived from gaming is important because it assists in financially supplementing the variety of other services and facilities offered by the Hotel.

1.3. Location

The local community, for the purpose of the Application, is the Bathurst Central precinct (the “**Local Community**”), which forms part of the Bathurst LGA.

The Hotel attracts a mix of patrons from inside and outside the Local Community.

1.4. Gaming Harm Minimisation

The Hotel is aware of the potential harm of providing gaming services to the public and observes diligently the harm minimisation provisions of the Gaming Machine Act (2001) (the “**Act**”) and Gaming Machine Regulation (2019) (the “**Regulation**”). As an indication of it being a best practice operator, the Hotel has already introduced several additional harm minimisation strategies that go beyond the requirements of the Act and Regulation. The Hotel is conscious of, and sensitive to, the issue of problem gambling, and, by lodging the Application, does not seek to change the business philosophy of the Hotel, which will remain focused on being a social destination for the local community, tourists, workers, business persons and families.

1.5. Positive contribution

The Hotel is already an important contributor to the local community. If the Application is approved, the Hotel will provide financial assistance in the sum of \$371,945.70 to the Responsible Gambling Fund over 5 years.

2. ABOUT THE HOTEL

2.1. Size

The current licensed floor area of the Hotel is approximately 1,319m². The current floor area of the gaming room is approximately 51m². A copy of the approved licensed area plan is annexed and marked “A”.

The Hotel is about to undergo extensive alterations and additions - at an estimated cost of \$2.5 million - pursuant to the recent development application (DA2020/95). These alterations will increase the licensed area to approximately 1,545m². This increase will be subject to a separate change of boundary application. Relevantly, for this Application, the floor area of the gaming room will remain unchanged.

2.2 Other facilities

Because of its centrality and the attractive facilities it provides, the Hotel can be fairly described as a destination venue for regional New South Wales. Situated in central Bathurst, the Hotel is approximately a 3 hour drive from Sydney and a 3 hour drive from Dubbo. Its prime location in the heart of Central West New South Wales has enabled the Hotel to cater for visitors from surrounding country towns, as well as visitors and workers from Sydney.

The extensive renovations referred to above, will modernise and refurbish the Hotel, further cementing its position as an iconic destination venue.

The Hotel’s ability to differentiate itself from other hotels in the region is due to the large variety of facilities it provides to patrons, namely:

- 360° bar, known as 1874 Public Bar.
- Texan styled restaurant, known as B Town BBQ.
- 500-person capacity nightclub, known as Club Medusa.
- Extensive bottle shop, known as Cobb & Co.
- Range of function areas, known as the Piper Room, Garden Grill Balcony, Piper Balcony, William Balcony, Garden Grill and VIP Room.
- Outdoor beer garden.

The revenue derived from the Hotel’s gaming services is vital. However, to keep matters in perspective, it is important for the Authority to understand that gaming generates the smallest revenue stream of all the Hotel’s facilities. This is demonstrated by the below percentage-breakdown of the Hotel’s revenue:

- Liquor/sports bars (35%).
- Food/B-Town BBQ (37%).
- Cobb & Co bottle shop (18%).
- Gaming (10%).

2.3 Current gaming machine threshold and Trading Hours

The Hotel’s current gaming machine threshold is 13 and it operates with a corresponding number of poker machines. The Hotel’s gaming room has approved trading hours of 05:00am to 05:00am (Monday to Saturday) and 10:00am to 10:00pm (Sunday). However, the Hotel is subject to a 6-hour gaming shutdown of 04:00am to 10:00am (Monday to Sunday).

3. ABOUT THE COMMUNITY

3.1. Socio economic data

In order to satisfy the Authority that the Application is consistent with the objects of the Act, the Applicant has, among other things, had regard to the recently published Guideline 16, which sets out certain specific considerations to be taken into account. In relation to the socio-demographic risk factors, the Applicant responds as follows:

- i. people who identify as **Aboriginal and Torres Strait Islander** people are underrepresented in the local community (4.4%) compared to the Regional NSW average (5.5%) and overrepresented compared to the NSW average (2.9%);
- ii. people who speak a **language other than English** at home are overrepresented in the local community (8%) compared to the Regional NSW average (6%) and underrepresented compared the NSW average (25%);
- iii. a lower **average weekly household income** in the local community (\$1,036), compared to the Regional NSW average (\$1,166) and the NSW average (\$1,481);
- iv. a higher **average university attendance** in the local community (9%) compared to the Regional NSW average (3%) and the NSW average (5%);
- v. a higher **rate of unemployment** in the local community (7%) compared to the Regional NSW average (6.6%) and the NSW average (6.3%).
- vi. a higher **participation rate in the labour force** in the local community (56%) compared to the Regional NSW average (55%) but lower compared to the NSW average (59%).

The above statistics demonstrate that there are “at-risk” groups residing in the local community; as there are in all local communities. The Applicant asserts, however, that these “at-risk” groups do not, in the main, form part of the Hotel’s patronage. This is further addressed and explained in paragraphs 3.3 and 4.3 below.

3.2. Localised data in relation to gambling participation

The Applicant submits that, to its knowledge, localised data in relation to gambling participation and problem gambling prevalence in the local community is not publicly accessible.

It is noted, however, that the *NSW Gambling Survey 2019* (the “2019 Survey”) provided data relating to participation in gambling activities over the last 12 months, by rural and regional NSW districts. The Western NSW district had a total gambling participation of 56%, with 18% participation for poker machines. This represents a lower gambling participation rate than the vast majority of other regional NSW districts. Additionally, the Western NSW low risk, moderate risk and problem gambler percentages were not identified as significantly different from the rest of the NSW.

There appears to be no statistical variance in the broader communities localised data in relation to gambling participation. This is further supported by Liquor & Gaming’s most recent gaming data, which ranked Bathurst LGA 56th and the Hotel 754th in NSW, by gaming machine net profit. A copy of the gaming machine data is annexed and marked “B”.

3.3. Gaming patron demographic

The Applicant submits that the Hotel's gaming patron demographic is a balanced mix of male and female ranging between 18 to 30 years old. Because the Hotel has positioned itself in the market largely as a destination venue, a significant percentage of its patrons do not reside in the local community. This often includes weekday workers from Sydney or visitors to Bathurst who patronise the Hotel for its other facilities. By way of example, the gaming room is often popular with patrons who have earlier attended a live music event or function.

It is the Applicant's experience that many of the problem gamblers who reside in the local community, tend to frequent other hotels or clubs in Bathurst that offer fewer facilities than the Hotel and which have a significantly greater focus on gambling services. That the Hotel could not on any assessment be considered as a "gaming den" is borne out by the relatively small revenue stream that the Hotel derives from gaming in comparison to its other facilities, as listed in paragraph 2.2 above.

The Applicant does not believe that the granting of this Application would attract problem gamblers to the Hotel. On the contrary, the Application is driven by the need to satisfy the Hotel's existing patrons who are already at the Hotel enjoying its other facilities.

This position is supported by the Hotel's hourly turnover report for gaming.¹ Upon review of the report, it is apparent that there are two periods of regular uptake in gaming turnover. First, between approximately 01:00pm and 06:00pm Fridays. This period is largely patronised by workers, many of whom are visiting Bathurst from Sydney or other local government areas. The second uptake in gaming turnover occurs between approximately midnight and 03:00am Saturdays. This coincides with the operation of other facilities offered at the Hotel. For example, patrons are most likely during this period to be either attending a live music performance or attending a private function. The Applicant submits that these are examples of how the operation of gaming is very much ancillary to the other facilities and services offered at the Hotel.

The Applicant submits that it is most unlikely that the addition of 7 gaming machines would entice problem gamblers from other hotels or clubs – and nor is it the Applicant's desire or intention to do so. In essence, the Applicant's business philosophy is holistic in that the gaming is but part of a wider range of facilities offered by the Hotel for the enjoyment of existing Hotel patrons.

¹ A copy of the Hotel's turnover report will be made available in commercial-in-confidence, upon request.

4. RESPONSIBLE GAMBLING MEASURES

4.1. Compliance with the Act and Regulation

As a responsible licensee, the Applicant takes seriously its responsibilities to comply with both the Act and the Regulation. Accordingly, the Hotel, at all times, complies with its legislative and regulatory obligations, including:

- The gaming room is located in a bar area of the Hotel, and is not located in a minors area.
- The gaming room is physically separated from the general bar area by a permanent floor to ceiling wall.
- Patrons are not compelled to pass through the gaming room in order to enter or leave the Hotel or to gain access to another part of the Hotel.
- Entry to the gaming room is free of charge.
- The gaming machines within the gaming room are situated so that it cannot be seen from any place outside the Hotel or to which the public has access.
- The gaming room is supervised by the hotelier or an employee at all times.
- The gaming room provides reasonable access to and from the gaming room to at least one operating bar and toilet, without the need for patrons to go to any area not forming part of the Hotel.
- If the gaming room can be accessed directly from a public street, each doorway or space in the gaming room that provides access to and from the rest of the Hotel must be clearly marked as providing such access and be evident to patrons in the gaming room.
- The Hotel does not display any gambling related signs, including advertisements about approved gaming machines.
- The Hotel makes available copies of approved player information brochures in each part of the Hotel in which approved gaming machines are located and be displayed in a manner and place so that it would be reasonable to expect that a person entering would be alerted to their presence.
- If the Secretary has approved a brochure in any language other than English, the Hotel will supply the brochure upon a patron's request.
- The Hotel displays, in the form approved by the Authority, a notice providing information about the chances of winning a major prize from gaming machines in the Hotel.
- The Hotel displays a warning about gambling, in the form approved by the Authority, on each gaming machine.
- The Hotel displays, in the form approved by the Authority, a notice providing information about the availability of gambling counselling services.

- The Hotel has no cash dispensing facility on its premises (such as an ATM or EFTPOS terminal) to be located in the gaming room.
- The Hotel ensures its patrons have access to a self-exclusion scheme and publicises the availability of self-exclusion schemes and information about how they operate to its patrons and the Licensee makes available at all times to patrons of the Hotel information as to the name and contact details of the problem gambling counselling service made available by or through NSW Australian Hotel Association via their Gam Care programme and the Licensee displays a notice in the gaming room providing the relevant details.
- Persons under the age of 18 years are prohibited from being in the gaming room and operating approved gaming machines at the Hotel.
- The Licensee pays any prize money in excess of \$5,000 or, if requested by the person, all prize money if in excess of \$5,000, by either crossed cheque payable to the person or by means of electronic funds transfer to an account nominated by the person.
- The Hotel does not offer or provide a promotional prize that is indecent or offensive in relation to a promotion involving gaming machines.
- The Licensee displays gambling contact cards in a card holder that are securely attached to each bank of gaming machines in the gaming room in a conspicuous position so that a person playing a gaming machine or approaching the bank of gaming machines would be able to see it.
- The Licensee does not offer or supply, or cause or permit to be offered or supplied, any free or discounted liquor as an inducement to play approved gaming machines in the Hotel, or offer free credits to or offer or provide, or cause or permit to be offered or provided, as an inducement to play gaming machines in the Hotel, any prize or free give-away that is indecent or offensive.
- The Licensee ensures that he and all persons employed at the Hotel whose duties are concerned in the conduct of activities involving gaming machines in the Hotel have their recognised competency cards, which are available for inspection by a police officer or an authorised inspector.
- The Licensee keeps a register containing a copy of all current existing RCG certificate for any person whose duties are concerned in the conduct of activities involving gaming machines in the Hotel and makes the register available for inspection on request by a police officer or special inspector.

In addition to compliance with the relevant Act and Regulation, the Hotel focuses on harm minimisation through the operation of its comprehensive Plan of Management ("POM"). The following are key strategies implemented with respect of harm minimisation:

- Neighbourhood amenity.
- Behaviour of patrons and responsible service of alcohol.
- Security procedures and CCTV.

A copy of the Hotel's POM is annexed and marked "C".

4.2. Above and beyond gaming strategies

The Independent Liquor & Gaming's guideline 16 – late-night gaming applications, states that “the Authority will look more favourably upon late-night gaming applications where a venue has implemented or proposes implementing strategies to prevent and reduce gambling harm beyond the minimum legislative requirements”.

The Authority will note that presently the Hotel provides the following strategies, which go beyond legislative requirements, designed to address issues related to gambling harm:

- i. Monthly in-house staff training to discuss “at-risk” patrons and how staff should approach and assist.
- ii. The use of on-site visits from local gambling counsellors to provide additional harm minimisation training.
- iii. The trial and implementation of new CCTV facial recognition technology to prevent gaming breaches.
- iv. Rostering on specific staff members on during peak trading periods who are trained and encouraged to interact with patrons.

It is noteworthy that all of these strategies were already in place in the Hotel, prior to the issue of Guideline 16 by the Authority. The strategies cover a number of the recommended “above and beyond” harm minimisation measures attached to the Authority's Guideline 16. Accordingly, the Authority can be satisfied that the Hotel has, on its own initiative, implemented a comprehensive gaming harm minimisation strategy that goes beyond the requirements of the Act and Regulation.

4.3. Mitigating factors

In addition to the proposed harm minimisation strategies, the Applicant submits that any potential risk arising from the grant of the Application is mitigated by the following factors:

i. Gaming demographic

As referred to above, a number of those patrons who avail themselves of the Hotel's gaming facilities do not reside in the local community. This is so because as a destination venue, many Hotel patrons reside in different local government areas, and are visiting Bathurst for either work or tourism. In particular, the Hotel is often frequented by weekday-workers from Sydney. Additionally, the gaming room is popular with patrons who have attended the Hotel for a live music event, private function, or dinner, earlier in the evening. These patrons often reside outside the local community.

On face value, the Hotel's current trading hours coupled with the local community's socio-economic data may be concerning to the Authority. However, the Applicant submits that a significant portion of the Hotel's profitability, including gaming profitability, is derived from tourism, and not from the local community. In support of the Applicant's contention, the Authority will note that during 2019, Tourism Research Australia recorded 1,316,000 annual overnight visitors, contributing approximately \$245 million into the broader community.²

² Australian Government Austrade, 'Local Government Area Profiles 2019', *Tourism Research Australia* (Web Page) <<https://www.tra.gov.au/Regional/local-government-area-profiles>>.

Accordingly, a major source of the Hotel's revenue is attributable to the external financial stimulus provided by the high number of tourists who visit the local and broader communities.

The Applicant submits that the majority of problem gamblers who reside in the local community, tend to frequent hotels or clubs that have a greater focus on gaming and, therefore, offer significantly less facilities than the Hotel.

Notwithstanding, the Applicant accepts that many of its patrons do, in fact, reside in the local community. However, it is the Applicant's experience that the small country town nature of the local community enables staff to personally get to know many of the patrons, leading to the development of a strong rapport with many of the "regulars". The benefit of this is that unlike busier local communities, staff are able to become familiar with a patron's normal behaviour and can more readily identify and monitor a patron with a potential problem gambling habit.

ii. Existing availability of gaming machines within the community

The Application is to increase the Hotel's gaming threshold by 7. The Bathurst SA2 currently has 408 gaming machine entitlements. This application represents an approximate 1.7% increase in available gaming machines across the community. Contextually, it is submitted that this Application, were it to be granted, would represent a negligible increase in the number of gaming machines in the Bathurst SA2. It follows that there would not be any discernible detrimental effect on the local or broader communities flowing from the grant of the Application.

iii. History of compliance

The Applicant submits that it has a long and outstanding record of compliance with both gaming and liquor legislation. It is submitted that this demonstrated long history of compliance will satisfy the Authority that it can grant the Application, safe in the knowledge that the Applicant is a best practice operator who will continue to operate the Hotel to the highest standard.

iv. Acquisition of gaming machine entitlements

The Applicant is awaiting the determination of this Application before deciding the source of the incoming gaming machine entitlements. However, the Authority would acknowledge that, if this Application is approved, the Applicant will acquire 7 gaming machine entitlements. It follows that acquiring 7 gaming machine entitlements, forfeiture is likely to occur.

5. BENEFITS OF THE APPLICATION

5.1. Responsible gambling fund

The Hotel is aware that problem gambling is an issue and can heavily impact on a person's life and family, although the Hotel itself has not experienced any specific issues. The Applicant is seeking a small increase to its gaming threshold and submits that if there is any impact, it will be negligible.

Notwithstanding the negligible impact, the Applicant proposes to make a donation to the Responsible Gambling Fund in the amount of \$371,945.70 over a period of 5 years.

The Responsible Gambling Fund helps support responsible gambling and minimisation of gambling related harm in communities across NSW. This objective is achieved through several measures, including:

- research and review of responsible gambling policy;
- communal education on responsible gambling choices, behaviour and resilience;
- the provision of counselling services including the growth of online support initiatives; and
- regulatory oversight of responsible gambling obligations and practices.

5.2. Local community sponsorships

The Applicant submits that the Hotel presently invests heavily in the local community. Should this Application be granted, the Hotel will continue to expand its investment into local sporting, community and social groups.

The Hotel currently invests approximately \$55,000 annually into the local community. This includes sponsorships for the following local community organisations:

- CSU Soccer Club
- Mungoes RLFC
- Oxford Cricket Team
- Bathurst Netball Club
- SS CAR Club of NSW
- Bathurst BMX CLUB

5.3. Live entertainment

Live entertainment is a key element in the Hotel's business model. The Hotel's "Club Medusa" is renowned for its live entertainment acts, featuring genuine world-class artists. These acts often draw patrons not only from the local and broader community, but also from neighbouring and further afar local government areas. Accordingly, the Hotel is now well established as the leading live entertainment venue in Central West NSW.

The importance of growing the live entertainment industry has been stressed by the NSW Government. In doing so, NSW Parliament has amended the objects of the Liquor Act 2007 (NSW), one of which is to “contribute to the responsible development of related industries such as the live music, entertainment, tourism and hospitality industries”.³

The Hotel currently spends approximately \$400,000 annually on live entertainment. This expenditure provides significant employment and opportunities to the live music industry, while also growing the local community’s tourism and arts cultural sectors. A copy of the Hotel’s recent live entertainment events is annexed and marked “D”.

The relevance of live entertainment to this Application is that the Hotel relies on its gaming revenue to supplement the cost of providing the various musical acts and performances held weekly. The Applicant submits that without its gaming revenue, the Hotel would not be able to attract the top-draw live entertainment artists who the local and broader community currently enjoy.

If this Application is granted, the Applicant anticipates that the gaming revenue will increase. Axiomatically, this will allow the Hotel to further invest in live entertainment, while growing employment and further opportunities within the live music industry.

5.4. Continued development and refurbishment

The Applicant was recently granted development approval for alterations and additions to the Hotel (DA2020/95). This follows a previous major renovation completed in 2007 under DA2004/0626.

The most recent development approval involves:

- Enclosure of part of the existing beer garden to extend the dining area.
- Upgrading the existing nightclub area for use as a sports lounge including a new kitchen/servery.
- New children’s playground.
- Enclosure of existing balcony.
- New outdoor terrace.

The Applicant anticipates that the proposed works will cost approximately \$2,500,000. This reflects a substantial investment into the continued renovation and modernisation of the Hotel, consistent with its position as a true destination venue.

It is submitted that gaming revenue will play a role in funding the Hotel upgrades. If approved, this Application will enable the Hotel to generate additional revenue from gaming. Accordingly, the Applicant anticipates that the Hotel will be positioned, as a result of this Application, to continue to upgrade the Hotel’s facilities into the future.

³ *Liquor Act 2007* (NSW) s 3(1)(c).

5.5. Local employment

The Hotel currently employs the following 72 staff:

- Administration [3].
- Managers [4].
- Bottle shop staff [8].
- Restaurant wait staff and delivery drivers [20].
- Kitchen staff [15].
- Bar staff [14].
- Security, RSA and COVID marshals [6].
- Cleaners [2].

If approved, the Application will enable the Hotel to continue to expand its future employment opportunities.

6. CONCLUSION

Pursuant to s 34(1) of the Act, the Applicant has applied to the Authority to increase the gaming threshold.

This Local Impact Assessment is required pursuant to s 35(3)(b) of the Act, because the Hotel is situated in a Band 2 LGA and the application is for a low-range increase in its Threshold.

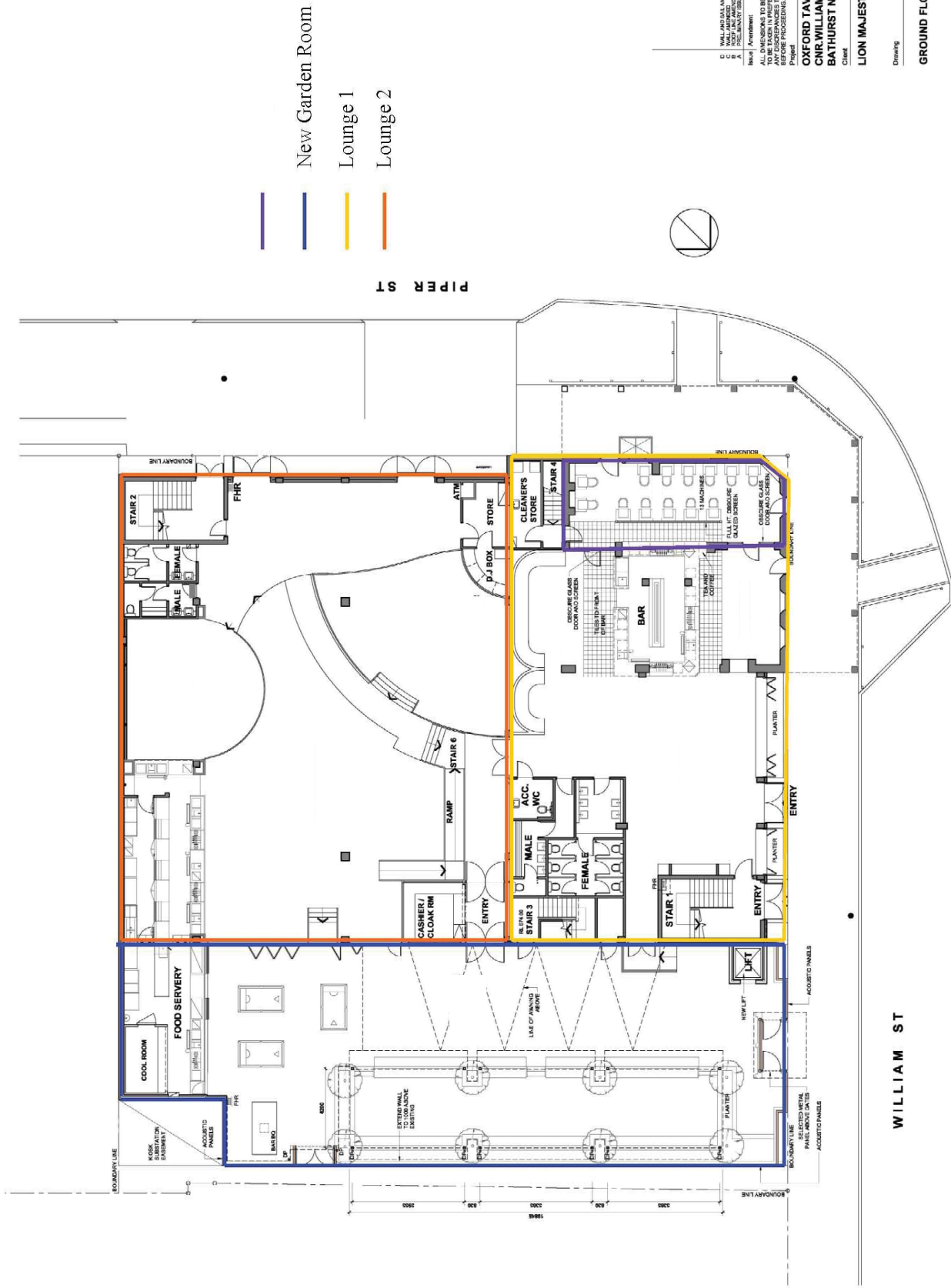
The Applicant is aware that, pursuant to s 36(1) of the Act, the Application cannot be approved unless the Authority approves this Local Impact Assessment. Similarly, the Applicant acknowledges, pursuant to s 36(3), that the Authority may approve this Assessment only if it is satisfied that it:

- (a) complies with the requirements of Part 4 Division 1 of the Act and the Regulations relating to the Local Impact Assessment;
- (b) demonstrates that gambling activities will be conducted in a responsible manner;
- (c) demonstrates that the increase to the Threshold will provide a positive contribution towards the local community of the Hotel; and
- (d) addresses community concerns arising out of the consultation process.

It is the Applicant's contention that the Authority will be satisfied as to (a), (b) and (c) by the content of this Local Impact Assessment and to (d) through such further actions the Applicant takes if and when community concerns are raised.

The Applicant will, of course, respond with alacrity to any requisition raised by the Authority in relation to the Application.

ANNEXURE “A” – Current Licensed Floor Plan



New Garden Room
Lounge 1
Lounge 2

1	WALL AND RAIL SERVICES	9	WALL AND RAIL SERVICES
2	WALL AND RAIL SERVICES	10	WALL AND RAIL SERVICES
3	WALL AND RAIL SERVICES	11	WALL AND RAIL SERVICES
4	WALL AND RAIL SERVICES	12	WALL AND RAIL SERVICES
5	WALL AND RAIL SERVICES	13	WALL AND RAIL SERVICES
6	WALL AND RAIL SERVICES	14	WALL AND RAIL SERVICES
7	WALL AND RAIL SERVICES	15	WALL AND RAIL SERVICES
8	WALL AND RAIL SERVICES	16	WALL AND RAIL SERVICES

OXFORD TAVERN HOTEL
CNR WILLIAM AND PIPER ST.
BATHURST NSW
Client
LION MAJESTIC PTY. LTD.

Drawing
GROUND FLOOR PLAN

HOSKING MUNRO
ARCHITECTS INTERIORS AND LANDSCAPE DESIGNERS
10/100A LINDSEY PARK ROAD
BATHURST NSW 2570
PH 0254 1055 FAX 0254 3300
Email: info@hoskingmunro.com.au
Scale 1:100 Job No. Rev.
Date NOV/07 HM1002 D01 'D'
Drawn MD

GROUND FLOOR PLAN
Scale 1:100




- Foyer
- Lounge
- Function Room Two
- Function Room Three

FIRST FLOOR PLAN
1:100

OXFORD TAVERN HOTEL
CORNER WILLIAM + PIPER STREETS
BATHURST, NSW

FIRST FLOOR PLAN
AS BUILT
SCALE : 100@A1

ANNEXURE “B” – Gaming Machine Data

 Customer Service			
Hotels: Gaming Machine Bi-Annual Report by Local Government Area (LGA) for the Period 1 January 2020 to 30 June 2020			
Published September 2020			
Local Government Area (LGA)	Net Profit	Electronic Gaming Machine numbers as at 29 June 2020	Premises Count
Dubbo Regional	5,867,018.08	237	13
Hawkesbury	5,374,844.97	271	16
Mid-Coast	5,314,418.61	276	21
Port Stephens	5,220,085.63	215	11
Albury	4,931,633.59	229	12
Woollahra	4,788,879.55	164	11
Tweed	4,706,644.70	205	14
Kiama	4,523,114.79	186	11
Shoalhaven	4,477,835.63	233	15
Queanbeyan-Palerang	4,244,515.21	147	8
Tamworth Regional	3,922,902.94	199	17
Port Macquarie-Hastings	3,823,048.54	184	14
Blue Mountains	3,409,524.18	180	12
Wollondilly	3,289,308.85	147	8
Clarence Valley			
Kyogle	3,289,033.73	257	28
Cessnock	3,234,763.08	156	14
Orange	3,053,084.15	156	10
Griffith	2,956,071.60	77	5
Ballina	2,855,052.74	158	9
Bathurst	2,671,842.88	136	12
Wingecarribee	2,348,717.55	132	13
Lismore	2,275,448.78	133	10
Kempsey			
Walcha	2,256,600.93	120	12
Murray River	2,246,467.56	73	5
Armidale	2,109,043.51	162	14
Mid-Western Regional	2,099,780.65	131	14
Wentworth	1,854,505.30	54	5
Goulburn Mulwaree	1,690,742.18	105	8
Moree Plains	1,620,720.38	79	8
Byron	1,552,046.06	144	9
Eurobodalla	1,443,465.62	97	8
Bega Valley	1,419,834.51	87	9
Richmond Valley	1,407,290.03	75	7
Singleton	1,236,180.73	78	6
Leeton	1,185,960.15	62	6
Snowy Valleys	1,101,541.45	70	8
Forbes	1,015,023.55	47	5
Lithgow	891,577.78	64	6
Gunnedah	854,708.25	50	6





Customer
Service

Hotels: State Rankings by Gaming Machine Net Profit
for the Period 1 January 2020 to 30 June 2020

Published September 2020

Licence Number	Licence Name	Suburb	Postcode	Local Government Area LGA	Electronic Gaming Machine numbers as at 29 June 2020	Ranking
LIQH400117752	Mary Ellen Hotel	MEREWETHER	2291	Newcastle City Council	14	748
LIQH400119232	Finnian's Irish Tavern	PORT MACQUARIE	2444	Port Macquarie-Hastings Council	15	749
LIQH400116101	Moruya Waterfront Hotel Motel	MORUYA	2537	Eurobodalla Shire Council	8	750
LIQH400119569	Cecil Hotel	CASINO	2470	Richmond Valley Council	13	751
LIQH400116861	Charles Sturt Hotel	NARRANDERA	2700	Narrandera Shire Council	12	752
LIQH400122179	The Grand Hotel	WOLLONGONG	2500	Wollongong City Council	15	753
LIQH400108893	The Oxford Bathurst	BATHURST	2795	Bathurst Regional Council	13	754
LIQH400119933	Bridge Tavern	NOWRA	2541	Shoalhaven City Council	15	755
LIQH400109997	Royal Hotel	WYONG	2259	Central Coast Council	15	756
LIQH400117841	Northumberland Hotel	LAMBTON	2299	Newcastle City Council	15	757
LIQH400108524	Federal Hotel	ALSTONVILLE	2477	Ballina Shire Council	19	758
LIQH400116160	Federal Hotel	MUDGE	2850	Mid-Western Regional Council	15	759
LIQH400104235	Northbridge Hotel	NORTHBRIDGE	2063	Willoughby City Council	16	760
LIQH400106920	The Amble Inn	CORINDI BEACH	2456	Coffs Harbour City Council	12	761
LIQH400108419	Railway Hotel Tavern	ARMIDALE	2350	Armidale Regional Council	12	762
LIQH400115970	Post Office Hotel	MOREE	2400	Moree Plains Shire Council	15	763
LIQH400108575	Slipway Inn	BALLINA	2478	Ballina Shire Council	15	764
LIQH400118147	Queens Wharf Brewery Hotel	NEWCASTLE	2300	Newcastle City Council	15	765
LIQH400116896	The Griffith Hotel Motel	GRIFFITH	2680	Griffith City Council	0	766
LIQH400105444	Point Hotel	PYRMONT	2009	Council of the City of Sydney	15	767
LIQH400100752	Brighton Hotel	DARLINGHURST	2010	Council of the City of Sydney	6	768
LIQH400112270	Western Star Hotel	DUBBO	2830	Dubbo Regional Council	15	769
LIQH400109911	Florida Beach Bar	TERRIGAL	2260	Central Coast Council	21	770
LIQH400106475	Blaxland Tavern	BLAXLAND	2774	Blue Mountains City Council	15	771
LIQH424006252	Stonewall Hotel	DARLINGHURST	2010	Council of the City of Sydney	15	772
LIQH400114303	Commercial Hotel	JUNEE	2663	Junee Shire Council	15	773
LIQH400102836	The Alfred Hotel	CAMPERDOWN	2050	Council of the City of Sydney	15	774
LIQH400113080	Good Intent Hotel	SOUTH GRAFTON	2460	Clarence Valley Council	15	775
LIQH400112343	Great Southern Hotel Eden Pty Limited	EDEN	2551	Bega Valley Shire Council	15	776
LIQH400104375	Commodore Hotel	NORTH SYDNEY	2060	North Sydney Council	17	777
LIQH400109245	Bundanoon Hotel	BUNDANOON	2578	Wingecaribbee Shire Council	7	778
LIQH400122195	Headlands Hotel	AUSTINMER	2515	Wollongong City Council	16	779
LIQH400111460	Australia Hotel	COROWA	2646	Federation Council	6	780
LIQH400112920	Grafton Hotel	GRAFTON	2460	Clarence Valley Council	15	781
LIQH400109164	Federal Hotel Bellingen	BELLINGEN	2454	Bellingen Shire Council	10	782
LIQH400115636	Exchange Hotel	TAREE	2430	Mid-Coast Council	15	783
LIQH400116071	O'Brien's Hotel Narooma	NAROOMA	2546	Eurobodalla Shire Council	12	784
LIQH400105703	Cat Fiddle Hotel	BALMAIN	2041	Inner West Council	12	785
LIQH400117094	Beach Hotel	MEREWETHER	2291	Newcastle City Council	17	786
LIQH400105258	Royal Hotel	DARLINGTON	2008	Council of the City of Sydney	16	787
LIQH400122322	Novotel Wollongong Northbeach	NORTH WOLLONGONG	2500	Wollongong City Council	22	788
LIQH400115253	Heddon Greta Hotel	HEDDON GRETA	2321	Cessnock City Council	11	789
LIQH400122985	Shoalhaven Heads Hotel Motel	SHOALHAVEN HEADS	2535	Shoalhaven City Council	12	790
LIQH400104626	Park View Hotel	ALEXANDRIA	2015	Council of the City of Sydney	15	791
LIQH400108427	Royal Hotel	ARMIDALE	2350	Armidale Regional Council	10	792
LIQH400122306	Port Kembla Hotel	PORT KEMBLA	2505	Wollongong City Council	15	793
LIQH400117493	General Roberts Hotel	NEW LAMBTON	2305	Newcastle City Council	19	794
LIQH400101333	Clovelly Hotel	CLOVELLY	2031	Randwick City Council	15	795
LIQH400101139	Cauliflower Hotel	WATERLOO	2017	Council of the City of Sydney	12	796
LIQH400103204	Keg and Brew Hotel	SURRY HILLS	2010	Council of the City of Sydney	15	797
LIQH400101023	Captain Cook Hotel	BOTANY	2019	Bayside Council	18	798
LIQH400106874	Lightning Ridge Hotel Motel	LIGHTNING RIDGE	2834	Walgett Shire Council	14	799
LIQH400122330	Ryan's Hotel	THIRROUL	2515	Wollongong City Council	15	800
LIQH400116934	Murrumbidgee Hotel	NARRANDERA	2700	Narrandera Shire Council	12	801
LIQH400113951	Riverina Hotel	HOLBROOK	2644	Greater Hume Shire Council	9	802
LIQH400116713	The Macksville Hotel	MACKSVILLE	2447	Nambucca Shire Council	12	803
LIQH400103433	The Light Brigade	WOOLLAHRA	2025	Woolahra Municipal Council	10	804
LIQH400121121	Palm Pawn Motor Inn & Tavern	NORTH WAGGA WAGGA	2650	Wagga Wagga City Council	15	805
LIQH400117035	Yenda Hotel	YENDA	2681	Griffith City Council	13	806
LIQH424007641	Diggers Tavern	BELLINGEN	2454	Bellingen Shire Council	12	807
LIQH400118864	Gardners Inn Hotel	BLACKHEATH	2785	Blue Mountains City Council	14	808
LIQH400108850	Kings Hotel	BATHURST	2795	Bathurst Regional Council	11	809
LIQH400121849	R.G. McGee's	RICHMOND	2753	Hawkesbury City Council	17	810
LIQH400109083	Grand Hotel	BEGA	2550	Bega Valley Shire Council	12	811
LIQH400117914	The Lucky Hotel Newcastle	NEWCASTLE	2300	Newcastle City Council	17	812
LIQH400113315	Criterion Hotel	GUNDAGAI	2722	Cootamundra-Gundagai Regional Council	10	813
LIQH400104413	Orient Hotel	THE ROCKS	2000	Council of the City of Sydney	15	814
LIQH400114486	Grand Hotel	KIAMA	2533	The Council of the Municipality of Kiama	15	815
LIQH400113420	Court House Hotel	GUNNEDAH	2380	Gunnedah Shire Council	12	816
LIQH400102445	Garry Owen Hotel	ROZELLE	2039	Inner West Council	10	817
LIQH400114737	Maclean Hotel	MACLEAN	2463	Clarence Valley Council	9	818
LIQH400120818	Tumut Star Hotel	TUMUT	2720	Snowy Valleys Council	15	819
LIQH400102437	Frisco Hotel	WOOLLOOMOOLOO	2011	Council of the City of Sydney	17	820
LIQH400117663	Holmesville Hotel	HOLMESVILLE	2286	Lake Macquarie City Council	8	821
LIQH400109067	Cobargo Hotel	COBARGO	2550	Bega Valley Shire Council	9	822
LIQH424004498	Fernhill Tavern Port Macquarie	PORT MACQUARIE	2444	Port Macquarie-Hastings Council	6	823
LIQH400108052	Soden's Australia Hotel	ALBURY	2640	Albury City Council	16	824
LIQH400117477	The Lambton Park Hotel	LAMBTON	2299	Newcastle City Council	15	825
LIQH400117779	Maryville Tavern	MARYVILLE	2293	Newcastle City Council	12	826
LIQH400120028	Marlin Hotel	ULLADULLA	2539	Shoalhaven City Council	17	827
LIQH400119674	Oxford Hotel	CASINO	2470	Richmond Valley Council	12	828
LIQH400118570	Park View Hotel	ORANGE	2800	Orange City Council	12	829
LIQH400118376	Canobolas Hotel	ORANGE	2800	Orange City Council	14	830

ANNEXURE “C” – Plan of Management

PLAN OF MANAGEMENT AND SECURITY MANAGEMENT PLAN

For the operation of

Oxford Hotel
170 William Street Bathurst 2795

Prepared by:
Group Architects Pty Ltd
Architects and Landscape Designers
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PART 1 PURPOSE

- 1) The purpose of this Plan of Management is to establish performance criteria for various aspects of the operations of the hotel, having regard to the relevant matters under the Environmental Planning and Assessment Act 1979, the Liquor Act 2007 and the Liquor Regulation 2008. Particular emphasis has been placed on performance criteria regarding the departure of patrons from the hotel in order to maintain the quiet and good order of the neighbourhood.

PART 2 SITE + LOCALITY

- 2) The Oxford Hotel is located on the corner of William and Piper Streets in Bathurst.
There is parking available on site.
The locality is a mix of residential and commercial/retail. The leagues club is located on the adjacent corner.
Access is secure for pedestrians from William and Piper Street and the car park.

PART 3 HOURS OF OPERATION AND PATRON CAPACITY

- 3) (a) The approved hours of trade are:
 - i. Ground Floor Public Bar, Outdoor Area and Lounge areas
Monday to Saturday 5.00am to 5.00am the following day
Sunday 10.00am to 10.00pm
 - ii. First Floor Foyer, Lounge and Function rooms
Monday to Saturday 5.00am to 3.00am the following day
Sunday 10.00am to 10.00pm
 - iii. Bottle Shop
Monday to Saturday 8.00am to 12.00 midnight
Sunday 10.00am to 10.00pm
 - iv. Good Friday 12.00 noon to 10.00pm
Christmas Day 12.00 noon to 10.00pm (liquor can only be served with or ancillary to a meal in the dining room)
December 31st 5.00am to 2.00am on New Year's Day
- (b) Gaming room are:
Monday to Saturday 10.00am to 4.00am the following day
Sunday 10.00am to 10.00pm
- (c) These hours are to be clearly displayed at or near all entries to the premises.

- 4) (a) Patrons of the hotel shall not be permitted to remain on the premises for more than 15 minutes after closing time.
- (b) Staff may enter, or remain on, the premises at any time. Tradespersons engaged by the hotel may enter or remain on the premises at any time, provided that their activities do not give rise to disturbance of the neighbourhood.
- (c) A notice is to be displayed at the entries to the premises advising of these provisions.

PART 4 SIGNAGE

- 5) No commercial signs, including banners, shall be displayed on the exterior of the premises without prior consent from Council. Signage in compliance with the Liquor Act 2007, including but not limited to signage required for the responsible service of alcohol, together with signage requesting patrons when leaving the hotel respect the quiet and good order of the neighbourhood, shall be displayed at all appropriate locations within the bar.

PART 5 AMENITY OF NEIGHBOURHOOD

- 6) At all times the licensee of the hotel shall consider the amenity of its neighbours and shall take all reasonable measures to ensure that impacts adverse to the surrounding area do not occur.
- 7) The licensee will take all reasonable measures to ensure that the behaviour of staff and patrons when leaving the premises after midnight does not detrimentally affect the amenity of the neighbourhood by the use of professionally trained personnel at the exit point and externally.
- 8) The hotel shall be conducted in such a manner as not to interfere with, or materially affect, the amenity of the neighbourhood by reason of noise vibration, smell, fumes, vapour, steam, soot, ash, dust, waste water, waste products, grit, oil, or otherwise. Noise monitoring devices are to be used for all amplified sound which incorporate automatic cut out switching.

PART 6 NOISE

- 9) (a) The use of the premises shall not result in the LA10 noise level being emitted from the licensed premises exceeding the background noise level in any octave band (from 31.5 Hz to 8KHz centre frequencies inclusive) by more than 5dB between 7.00am and 12.00 midnight at the boundary of any affected residential property.
- (b) Between 12.00 midnight and 7.00am, the use of the premises shall not result in LA10 noise level in any octave band (from 31.5hz to 8Khz inclusive) exceeding the background noise level at the boundary of any affected residential property.

- (c) The LA10 noise level shall not be audible within any habitable room in any residential premises between the hours of 12.00 midnight and 7.00am.
- (d) Noise sources include public entertainment, patrons entering or leaving the premises and outdoor seating areas.
- (e) Any music that may occur within the premises will be restricted by the use of the house audio system. This system will have settings at a predetermined limit.
- (f) Any external speakers will have a number of constraints and restrictions. The permitted level for such speakers is subject to compliance testing where levels for each section can be determined and adjusted to control each area. Access to this AV equipment must be restricted to the duty manager only.

PART 7 BEHAVIOUR OF PATRONS & RESPONSIBLE SERVICE OF ALCOHOL

- 10) The licensee and staff shall take all reasonable steps to control the behaviour of the patrons of the hotel as they enter and leave the premises. To effect this, the licensee shall:
 - (a) Erect signs at the exits of the hotel requesting patrons to leave quietly;
 - (b) From about 30 minutes before it closes on any night at regular intervals instruct the staff to request patrons to leave the premises and the vicinity quickly and quietly so as to avoid disturbance of the neighbourhood; and
 - (c) Assign professionally trained security personnel to ensure that patrons, in leaving the vicinity of the premises do so promptly and as quietly as is reasonably possible.
- 11) The licensee and professional security personnel shall take all reasonable steps to ensure that there is no loitering in the vicinity of the premises by persons who may be seeking admittance to it.
- 12) The licensee and staff shall comply with the measure for responsible service of liquor set out hereunder.
- 13) The following operational policies for the responsible service of alcohol shall apply, together with the NSW Liquor Industry Code of Practice :-
 - (a) The hotel shall adopt and promote the New South Wales Liquor Industry Code of Practice for Responsible Promotion of Alcohol Products.
 - (b) All managers and permanent employees of the hotel shall complete an approved course in the Responsible Service of Alcohol unless they have already completed one within the last 5 years.
 - (c) The licensee will maintain a register, containing copies of certificates showing the satisfactory completion of Responsible Service of Alcohol courses undertaken by the licensee and all staff required to complete such a course.

- (d) The hotel and its employees will not engage in any liquor promotion that is likely to promote irresponsible service of liquor.
- (e) The hotel will not serve alcoholic liquor to any person who is intoxicated or apparently under the influence of drugs.
- (f) The hotel will decline entry to any person who is already intoxicated or apparently under the influence of drugs.
- (g) The hotel will promote the service of non-alcoholic beverages and food.
- (h) The hotel will arrange (without charge) for taxis to collect any patron from it upon receipt of a request from the patron to do so. Where possible patrons who are waiting for taxis shall do so inside the premises.
- (i) Staff employed to sell, supply or serve liquor or to carry out security services are to be able to provide information on late night transport options for patrons.
- (j) The hotel will not permit intoxication or any indecent, violent or quarrelsome conduct on the premises. Any person causing such disturbance shall be refused service and asked to leave the premises. Any patron whose behaviour is either extreme or repeatedly objectionable may be barred from entering the premises for a period to be determined by the licensee.
- (k) No person under the age of 18 years shall be served liquor at the hotel. Production of photographic identification will be required where age is an issue. The only acceptable proof of age identification shall be:
 - Photo driver's licence;
 - NSW Photo Card (RMS); or
 - Current passport.
- (l) The licensee will ensure that the "No More It's The Law" and house policy posters developed by the Liquor Industry Consultative Council are prominently displayed throughout the premises.
- (m) The official "Intoxication" sign and "Proof of Age" poster will be prominently displayed in the premises.
- (n) Low alcohol beer and non-alcoholic beverages will be available at all times when full strength liquor is available.
- (o) All conditions imposed on the hotel's licence shall be met.
- (p) The licensee will promote a "Don't Drink + Drive" scheme.

PART 8 SENIOR STAFF – SECURITY MANAGEMENT

- 14) (a) Not less than one senior staff member shall be on duty within the hotel at all times it is open.
- (b) The duty manager or senior staff officer shall carry out the procedures in accordance with clause 13.
- (c) One (1) security personnel is to be stationed at the front door from 11.00pm on Wednesday, Thursday, Friday + Saturday evenings.
- (d) At the close of trade on Thursday, Friday, Saturday and Sunday mornings two (2) security personnel are to patrol William and Piper Streets in all directions to the complainant's premises or to some hundred (100) metres of the intersection whichever is the greater.
- 15) The licensee shall require the security personnel on duty to:
- (a) Be appropriately trained.
- (b) Make patrols of the interior of the hotel from time to time.
- (c) At least every half hour from 10.00pm each night the hotel is open after 10.00pm patrol the immediate vicinity of the hotel.
- (d) Record in the Incident Book when any incident that could cause alarm or concern to members of the public occurs, with an observation as to whether or not any persons identifiable as having been patrons at the hotel immediately prior to the incident, were involved. (Entries are to be made as soon as possible after such incidents and to include notes of the actions taken by the security person).
- (e) Request any patron in the area patrolled to behave in a quiet and orderly manner if that action is considered necessary or appropriate.
- (f) Prevent any person, detected as intoxicated or under the influence of drugs, entering the premises and bring to the notice of the manager or licensee any person on the premises who might be considered intoxicated or under the influence of drugs.
- (g) Prevent patrons leaving the premises with liquor whether or not in drinking containers.
- (h) Monitor patron behaviour in the vicinity of the hotel until all patrons have left the area patrolled, taking all practical steps to ensure the quiet and orderly departure of patrons.
- (i) Collect any rubbish on the streets that may be associated with the hotel's operations and remove for disposal.
- (j) At the end of each shift, bring any incidents that have occurred and the actions taken to the attention of the manager/licensee who shall ensure the details of incidents reported are recorded in the Incident Book kept by the hotel.
- (k) Cooperate with the police operating in the vicinity of the hotel.

- (l) Ensure all emergency exits are kept clear at all times and retain a list of emergency telephone numbers near all phones at all times.
 - (m) 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.
 - (n) The written fire safety procedures are to be displayed at the fire exit points and are to include maps for paths of travel to safe evacuation areas and assembly points and warden responsibilities. These maps/diagrams are to indicate the position of the occupant in relation to the assembly points and paths of safe travel.
 - (o) Ensure all fire safety equipment is regularly maintained and certified by a qualified maintenance contractor.
 - (p) Smoking in outdoor designated areas is to be controlled so as not to unduly impact on the amenity of the locality.
- 16) The licensee shall make copies of the Incident Book available to Council or the police at all reasonable times and within 7 days of receipt of a written request from the council or the police to do so.
- 17) The licensee/manager shall record in the Incident Book, in addition to the matters noted in 15 above, 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.
- 18) Liquor may only be sold or supplied in the car parking areas of the licensed premises during functions, occasions or events for consumption on the licensed premises. All liquors sold or supplied in the car parking areas of the licensed premises during functions, occasions or events shall be opened by staff and no liquor shall be sold or supplied in unopened cans or bottles.

When a function, occasion or event is held in the car parking areas of the licensed premises, trading hours are from one (1) hour prior to the commencement of the function, occasion or event to one (1) hour after the function, occasion or event or the end of standard trading hours, whichever is the earlier.

- 19) When any part of the car parking areas of the licensed premises is used for a function, occasion or event:
- (a) the area so used must clearly be designated in advance and upon the booking of a function, occasion or event, the party making the booking must be provided with a clearly marked plan of the area in which the function, occasion or event is to be held and with written notice that attendees at the function will not be permitted to take any liquor out of the area so designated for that function;
 - (b) a function, occasion or event register must be maintained that includes a description of the proposed designated area;

- (c) the area to be used for a function, occasion or event must be suitably enclosed or contained for the duration of the function, occasion or event;
 - (d) at each access point to such an area, signage is to be erected informing patrons that liquor supplied within that area cannot be taken out of that area;
 - (e) staff are to monitor patrons leaving such an area to ensure liquor is not removed from the area.
- 20) When two hundred and fifty (250) or more patrons attending any one function, occasion or event in the car parking areas of the licensed premises, one (1) licensed security guard must be in attendance with an additional licensed security guard for every one hundred (100) patrons over two hundred and fifty (250).
- 21) Staff will regularly patrol all areas of the car parking areas of the licensed premises when liquor is being supplied or consumed to ensure that no minors are permitted access to liquor.
- 22) When a function, occasion or event is held in the car parking areas of the licensed premises, signs must be displayed at all entrances to the car parking areas of the licensed premises to the effect that patrons are to leave the premises quietly and have consideration for the quiet and good order of the neighbourhood.
- 23) The licensee is to ensure that not less than one (1) supervisor for each one hundred (100) minors or part thereof, such supervisors being not less than twenty one (21) years of age, are engaged or assigned by the licensee for the purpose of supervising the conduct of minors whilst they are attending the function.
- At least thirty (30) minutes before the commencement of the function and for not less than thirty (30) minutes after the conclusion of the function the persons required to be engaged or assigned pursuant to the above condition must patrol the exterior environs of the licensed premises to ensure the safe conduct of persons attending the function and that such persons do not disturb the quiet and good order of the neighbourhood.
- 24) Minors have access to the whole of the licensed premises excluding the Gaming Lounge.
- 25) Drink Restriction. From 12 midnight until close the licensee must ensure that any drink (commonly referred to as a “shot” or a “shooter”) that is designed to be consumed rapidly is not sold or supplied on licensed premises.

PART 9 CLOSED CIRCUIT TELEVISION

- 26) CCTV surveillance cameras shall be strategically installed, operated and maintained throughout the premises in accordance with the following requirements.
- (a) The system must record continuously from opening time until one hour after the premises are required to close (or, in the case of premises that are not required to cease trading, continuously at all times);
 - (b) Recordings must be in digital format and at a minimum of 15 frames per second;

- (c) Any recorded image must specify the time and date of the recorded image;
 - (d) The system's cameras must cover the following areas:
 - i) All entry and exit points on the premises,
 - ii) The footpath immediately adjacent to the premises,
 - iii) All publicly accessible areas (other than toilet) on the premises.
 - (e) The licensee must also:
 - i) Keep all recordings made by the CCTV system for at least 30 days,
 - ii) Ensure that at least one member of staff is on the premises at all times the system is operating who is able to access and fully operate the system, including downloading and producing recordings of CCTV footage,
 - iii) Provide any recordings made by the system to a police officer or inspector within 24 hours of any request by a police officer or inspector to provide such recordings.
- 27) Crime Scene Preservation. The licensee must ensure that immediately after the licensee or a staff member becomes aware of any incident involving an act of violence causing an injury to a person on the premises, the following is adhered to:
- (a) the licensee and/or staff member takes all practical steps to preserve and keep intact the area where the act of violence occurred, retain all material and implements associated with the act of violence in accordance with the Crime Scene Preservation Guidelines issued by NSW Police;
 - (b) the licensee and/or staff member make direct and personal contact the Local Area Commander or his/her delegate and advise the Commander or delegate of the incident; and
 - (c) the licensee and/or staff member comply with any directions given by the Commander or delegate to preserve or keep intact the area where the violence occurred.

PART 10 DELIVERIES, WASTE REMOVAL AND CLEANING

- 28) The licensee shall use their best endeavours to ensure that deliveries to the bar are made between 7.00am and 10.00pm on weekdays or Saturdays, and 8am and 9pm on Sundays and Public Holidays.
- 29) (a) General, organics and recyclable waste bins will be provided for the removal of litter. It will be stored in bins until removal off-site by a private waste removal contractor.
- (b) Waste is to be minimised by separation of trade waste and putrescible waste, with bottles, cardboard, paper and aluminium being collected by a recognised contractor.

- 30) Cleaning will be undertaken on a daily basis by the hotel staff/cleaner and will involve simple tasks such as removing any litter.

PART 11 MAINTENANCE

- 31) The hotel premises shall be kept in a clean and tidy condition and regularly maintained to the satisfaction of Council, both internally and externally.

PART 12 HOUSE POLICY

- 32) The hotel's house policy relating to matters including;

- Dress code,
- The responsible service of alcohol,
- Harm minimisation, and
- The admission of minors

shall be displayed both within the premises and on a suitable plaque outside the entry to the premises.

- 33) (a) Persons whose dress does not meet with the bar's minimum dress code set out below shall not be permitted to remain on the premises:

- (b) Minimum dress code:

Generally: Neat casual

Males: Shoulders must be covered and footwear (other than thongs) must be worn.

Females: Footwear must be worn. No bikini styles permitted.

PART 13 LIQUOR ACCORD

- 34) The Licensee must participate in the local precinct liquor accord that applies.

PART 14 AMENDMENT TO THIS PLAN

- 35) If, in circumstances where experience shows that it is reasonable or desirable to modify any provision of this plan for the better management of the hotel, that modification shall be made to the plan only with the consent of Council, which consent shall not unreasonably be withheld.

ANEEXURE “D” – Live Entertainment Events

The Oxford Hotel

Live Entertainment – DJ's, Singers & Bands

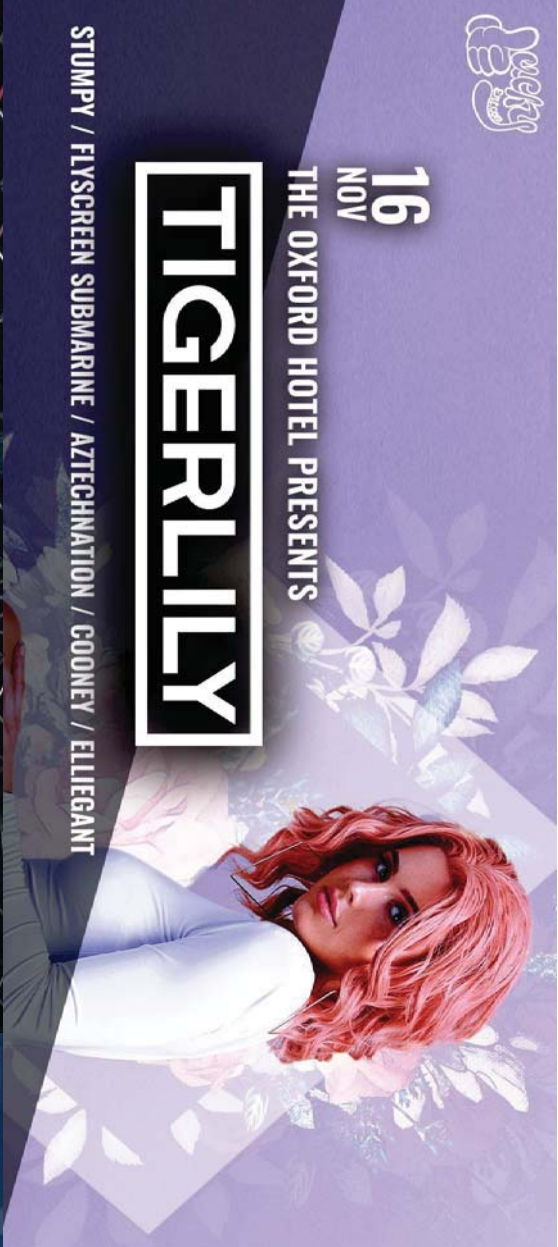


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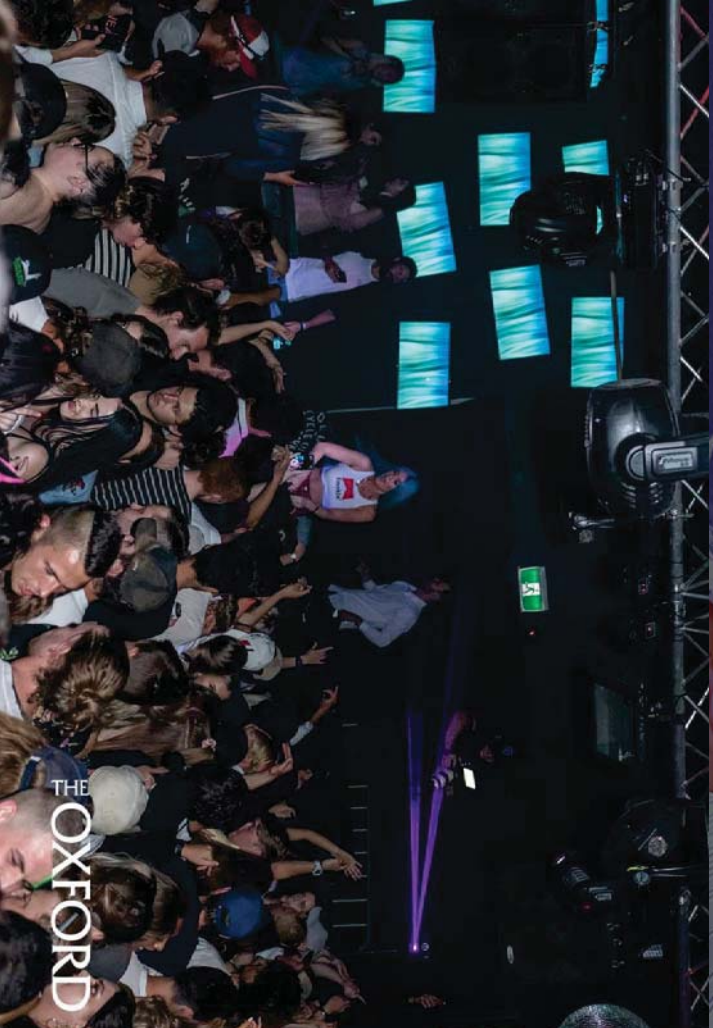
THE OXFORD HOTEL PRESENTS

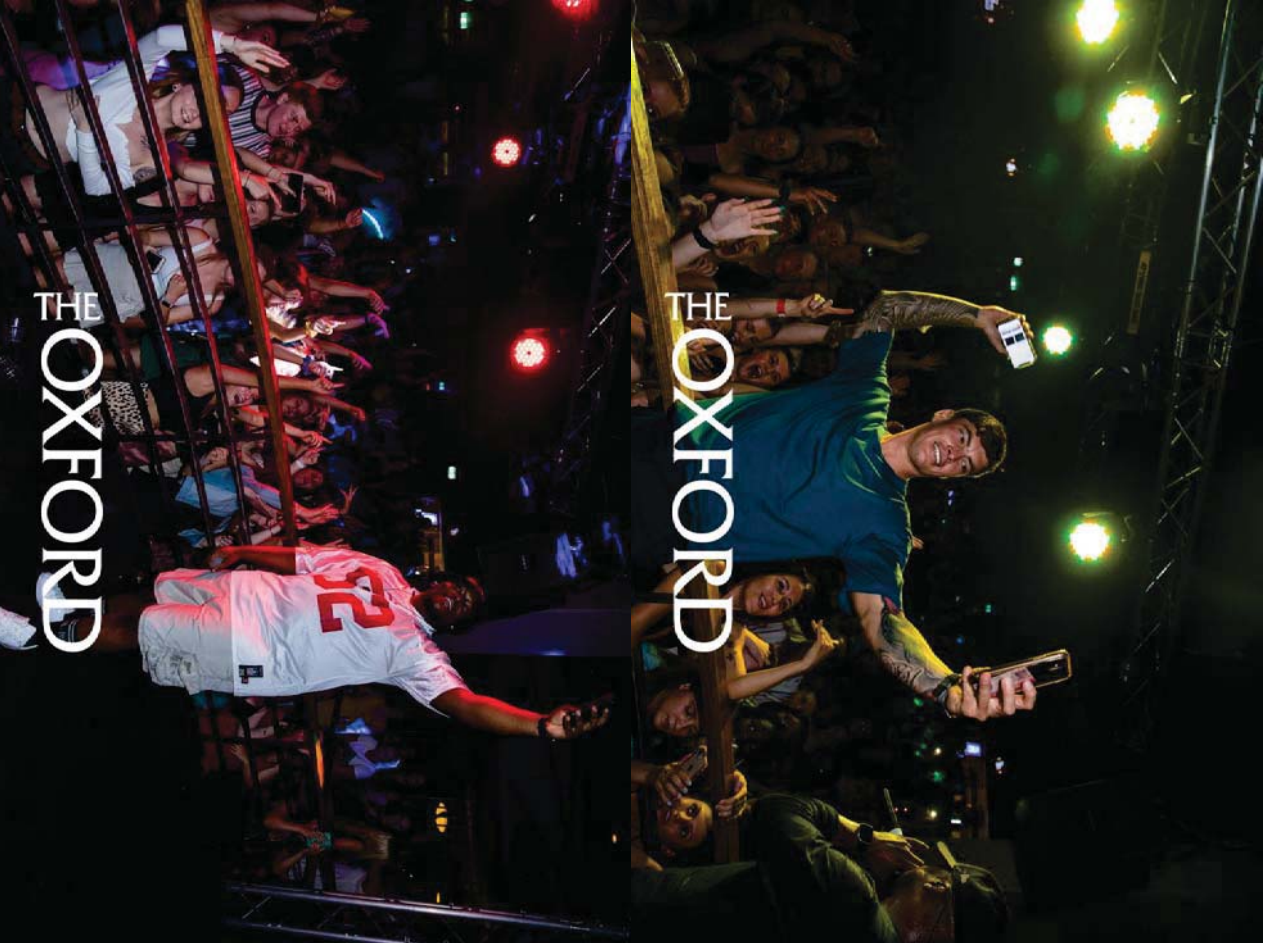
TIGERLILY

STUMPY / FLYSCREEN SUBMARINE / AZIECHNATION / COONEY / ELLIEGANT



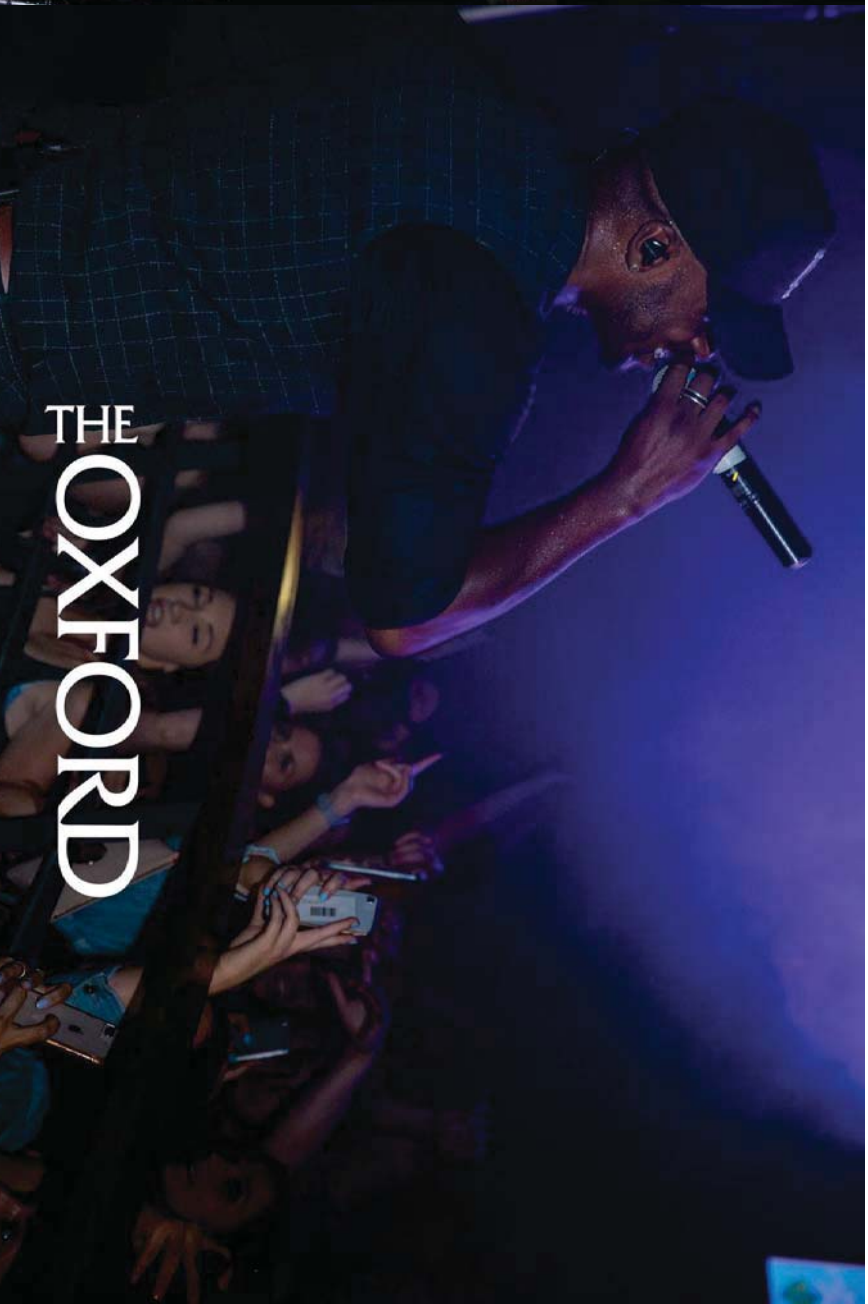
TIGERLILY





THE
OXFORD

THE
OXFORD



THE
OXFORD



TIMOMATIC

with Adam Farrugia & K-Time



WILL SPARKS





jaysean



**JOEL
FLETCHER**



THE
MASHDON
OXFORD

THE
OXFORD



THE
OXFORD



MASHDON
KUTCHER