



Collier Park Golf

Hayman Road, Como WA 6152



Application for a Tavern Restricted Licence

Public Interest Assessment (Section 38 Submissions)

November 2025

COPYRIGHT © Canford Hospitality Consultants Pty Ltd 2025

Copyright in this document is the property of Canford Hospitality Consultants Pty Ltd. This document may not be copied or reproduced in whole or in part without the specific prior written consent of Canford Hospitality Consultants Pty Ltd. Canford Hospitality Consultants Pty Ltd

may seek both injunctive relief restraining the unauthorised use of this document (or any part thereof) and an accounting for profits action against any person or entity who so copies or reproduces this document (or any part thereof) without said prior written consent.

Contents

1. Introduction.....	3
2. The Locality.....	7
3. Demographics of the Locality	14
4. Profile of the Local Community	20
5. Outlet Density Information	21
6. Proposed Style of Operation.....	23
7. Objective Witness Support.....	26
8. Applicant Background.....	29
9. Section 38(4)(a) - Risk Assessment with Respect to the Harm and Ill Health	36
10. Section 38(4)(b) - A Report on the Amenity of the Locality.....	40
11. Offence, Annoyance, Disturbance or Inconvenience - Section 38(4)(c)	41
12. Section 5(1)(a) of the Liquor Control Act (1998)	43
13. Section 5(1)(b) of the Liquor Control Act (1998).....	44
14. Section 5(1)(c) of the Liquor Control Act (1988)	47
15. Conclusion.....	48
Attachments	49

1. Introduction

- 1.1. Clublinks Management Pty Ltd will be making an application to the Licensing Authority for a tavern restricted licence for premises located No. 145 Thelma Street & Lot 2858 Hayman Road, Como WA 6152.
- 1.2. The premises is already licensed, currently trading under a special facility licence (sports arena), this licence will be surrendered upon the grant of the proposed tavern restricted licence.
- 1.3. This application is not for a new licensed venue, instead it accompanies a redevelopment of the golf facility to upgrade and update the facilities and hospitality offerings in line with other recently renovated golf courses such as **Outta Bounds** and Hammersley golf course.
- 1.4. Taken from the Collier Park Golf website¹ - *“Described as picturesque and challenging, Collier Park Golf is a 27 hole international standard public golf course, driving range and practice facility located in the heart of South Perth, just 10 minutes from Perth’s CBD.”*
- 1.5. The applicant in a joint venture with the City of South Perth, proposes to redevelop the existing golf complex, with the major changes to the venue being;
 - 1.5.1. Brand new restaurant/cafe
 - 1.5.2. Brand new double-story driving range fitted with technology
 - 1.5.3. Dedicated function space
 - 1.5.4. Padel Tennis courts
 - 1.5.5. New golf shop and office space
 - 1.5.6. An all-abilities playground
 - 1.5.7. Commercial/Community space
- 1.6. The approximate cost for the golf facility redevelopment is \$19.8 million.
- 1.7. The intent of this development is to make Collier Park Golf Course a true community hub where quality golfing experiences integrate with leisure, entertainment and social connection.
- 1.8. This will be a low-key, low-impact venue.
- 1.9. The service of alcoholic beverages is ancillary to the main uses of the golf course, mini-golf, driving range, restaurant and function room.

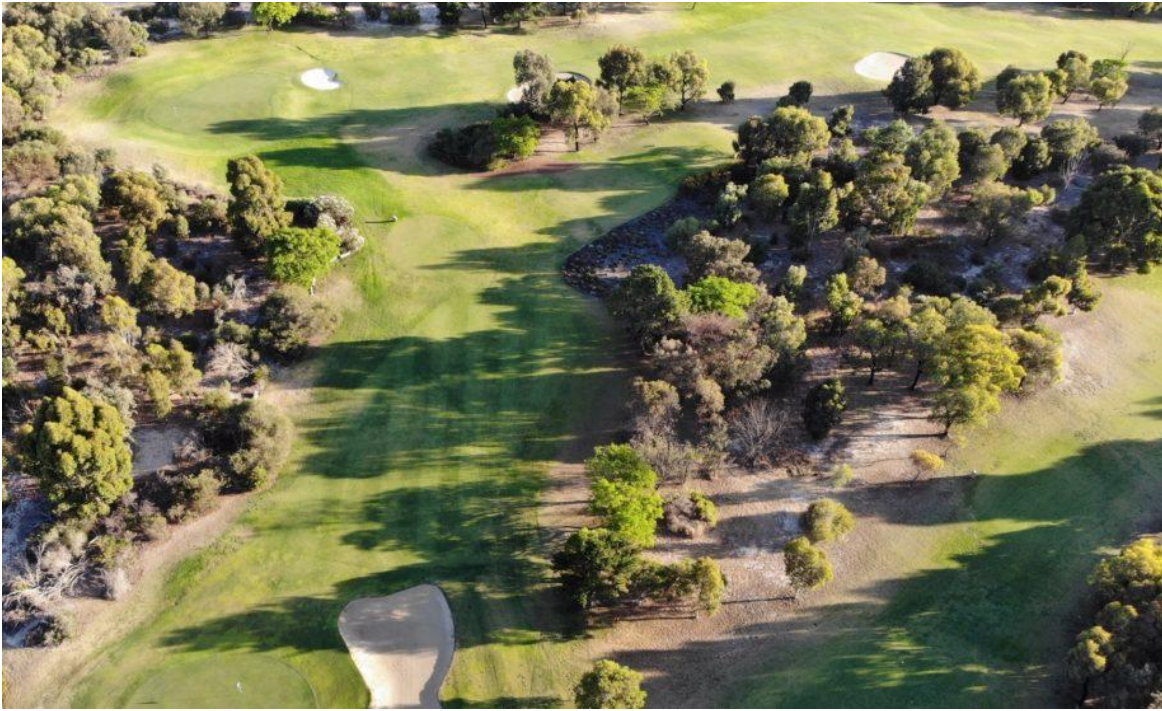
¹ Collierparkgolf.com.au



Collier Park Golf Course, perspective image

- 1.10. These submissions have been drafted by Canford Hospitality Consultants Pty Ltd in consultation with Gemma Nicholson, General Manager of Collier Park Golf. Any references to the applicant or the applicant's opinion relates to her.
- 1.11. Section 38(4) sets out the matters to which the Licensing Authority may have regard in respect of public interest submissions, as follows.
 - 1.11.1. *"The harm or ill health that might be caused to people, or any group of people, due to the use of liquor; and*
 - 1.11.2. *The impact on the amenity of the locality in which the licensed premises, or proposed licensed premises are, or are to be, situated; and*
 - 1.11.3. *Whether offence, annoyance, disturbance or inconvenience might be caused to people who reside or work in the vicinity of the licensed premises or proposed licensed premises; and*
 - 1.11.4. *Any other prescribed matter".*
- 1.12. The objects of the Act are expressed at s.5 of the Act, which states that the primary objects of the Act are -
 - 1.12.1. *"To regulate the sale, supply and consumption of liquor; and*
 - 1.12.2. *To minimise harm or ill-health caused to people, or any group of people, due to the use of liquor, and*
 - 1.12.3. *To cater for the requirements of consumers for liquor and related services, with regard to the proper development of the liquor industry, the tourism industry and other hospitality industries in the State."*

- 1.13. Section 5(2) of the Act also includes the following Secondary Objects.
- 1.13.1. *“To facilitate the use and development of licensed facilities, including their use and development for the performance of live original music, reflecting the diversity of the requirements of consumers in the State; and*
 - 1.13.2. *To provide adequate controls over, and over the persons directly or indirectly involved in, the sale, disposal and consumption of liquor; and*
 - 1.13.3. *To provide a flexible system, with as little formality or technicality as may be practicable, for the administration of this Act, and*
 - 1.13.4. *To encourage responsible attitudes and practices towards the promotion, sale, supply, service and consumption of liquor that are consistent with the interests of the community.”*
- 1.14. Further Section 5(3) states *“If, in carrying out any function under this Act, the licensing authority considers that there is any inconsistency between the primary objects referred to in subsection (1) and the secondary objects referred to in subsection (2), the primary objects take precedence”*.
- 1.15. In the Aldi South Fremantle decision (A180692358, refusing an application for a conditional grant of a liquor store licence), dated 22nd March 2019, at paragraph 26, the Director said;
- 1.15.1. *“None of the primary objects of the Act take precedence over each other, however, where conflict arises in promoting the objects of the Act, the licensing authority must weigh and balance the competing interests in each case¹¹ and it is a matter for the licensing authority to decide what weight to give to the competing interests and other relevant considerations”.¹²*
- 1.16. The licensing authority regulates the sale, and supply of alcohol. It seeks to strike a balance between catering for the requirements for liquor and liquor related services whilst minimising the potential for harm and ill-health to the community through the abuse of alcohol. So, the framework exists for the granting of new liquor licences in appropriate circumstances.
- 1.17. Through these submissions, the applicant will demonstrate how this proposed tavern restricted licence will properly and responsibly cater to the diverse consumer requirements for alcohol and related licensed services in the locality.



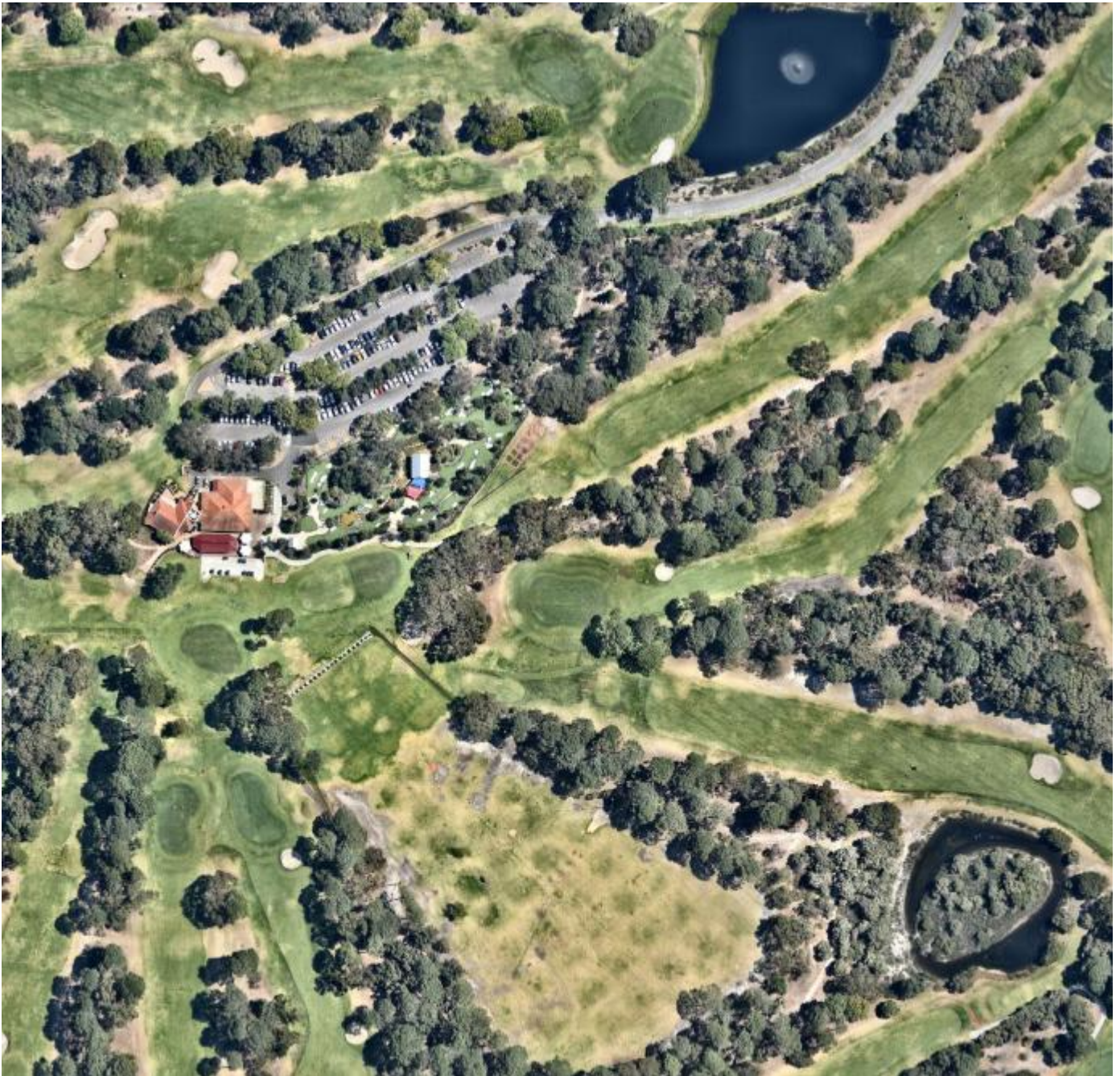
Collier Park Golf Course, Aerial Photo

2. The Locality

- 2.1. The Director's Form 2 - Public interest Assessment guide is generally silent on the definition of the locality relevant to any application for a permanent liquor licence.
- 2.2. In Part 3 of the form, which deals with community profile, it does say the following;
 - 2.2.1. *"The better you capture the characteristics of the local community, the better the DLL (The licensing authority) will be able to understand the potential impact the grant of your application could have on the public interest."*
- 2.3. Unfortunately, the Director has ceased publishing decisions, and as a consequence there is little helpful material to guide applicants as to the Director's thinking in relation to the appropriate locality to consider for their application.
- 2.4. This is particularly so for on-premise type licences, such as the tavern restricted licence being applied for in this application.
- 2.5. There is extensive guidance in respect of locality definition for licence types which permit the sale of packaged liquor, some of which is helpful.
- 2.6. In the Liquorland Karrinyup Supreme Court decision (WASC [2021] 366) Archer J made the following observations in relation to setting the appropriate locality for an application. In Liquorland Southern River WASC [2024] 128 Lemonis J agreed with these observations.
 - 2.6.1. It denotes an area that surrounds, and is geographically close to, the location of the proposed premises. It was not intended to equate to the area(s) from which consumers would come.
 - 2.6.2. It is intended to connote the same concept of neighbourhood and in that context means the geographical area surrounding the proposed site.
 - 2.6.3. The legislature intended to capture the geographical area surrounding, and relatively close to, the proposed site, being the neighbourhood of the site.
 - 2.6.4. The shape and size of the locality may be influenced by topographical features (including man-made features such as roads) and areas from which the proposed site could be accessed reasonably easy on foot or push-bike.
 - 2.6.5. If there is a community in the area of the proposed site, the geographical spread of that community may also influence the shape and size of the locality.
 - 2.6.6. It is impossible to prescribe a specific test to be applied or even an exhaustive list of the factors that will or may be relevant in the determination of the locality in any given case.
- 2.7. In recent times passed the Director's advice was for applicants for applications such as this one, i.e. for on premise consumption only, to focus their attention on a distance of 500m from the subject premises.

- 2.8. Although what might be termed the 500m policy is no longer on the Department's website, it has not been specifically ruled out or cancelled.
- 2.9. The Director's Form 2A provides guidance on the appropriate locality to be considered for a liquor licence application.
 - 2.9.1. *Please outline the population characteristics in the locality. Helpful demographic information will include the total population, estimated population growth, average age, income and employment status, and the type of people who live and work in the community.*
 - 2.9.2. *List the community buildings in the locality If any of the following are in the locality, please provide their names and addresses: schools and educational institutions, hospitals, hospices, aged care facilities, churches/places of worship, drug and alcohol treatment centres, short term accommodation or refuges, childcare centres, or a local government.*
- 2.10. To give effect to these instructions this section will consider.
 - 2.10.1. The physical location of the subject premises,
 - 2.10.2. The presence of natural or human made boundaries that define the locality,
 - 2.10.3. The perception of local community relevant to that locality,
 - 2.10.4. The appropriate locality definition for amenity issues and the demographic study, and
 - 2.10.5. The appropriate locality definition for the outlet density study.
- 2.11. The suburb of Como, where the subject premises is located, is within 15km of the Perth CBD.
- 2.12. The physical situation of the subject premises.
 - 2.12.1. The premises are located in the southwest corner of the Como suburb.
 - 2.12.2. Below are aerial images of the premises location within the suburb, and a further image of the club house and driving range complex within the golf course itself.





2.13. The presence of natural or human made boundaries that define the locality.

2.13.1. The boundaries surrounding the premises are;

2.13.1.1. Kent Street, Hayman Road, Jackson Road, Murray Street and the Wesley playing fields that border the golf course,

2.13.1.2. Specific to the clubhouse - it is bordered by the man-made 27-hole golf course that surrounds it.

2.14. The perception of community.

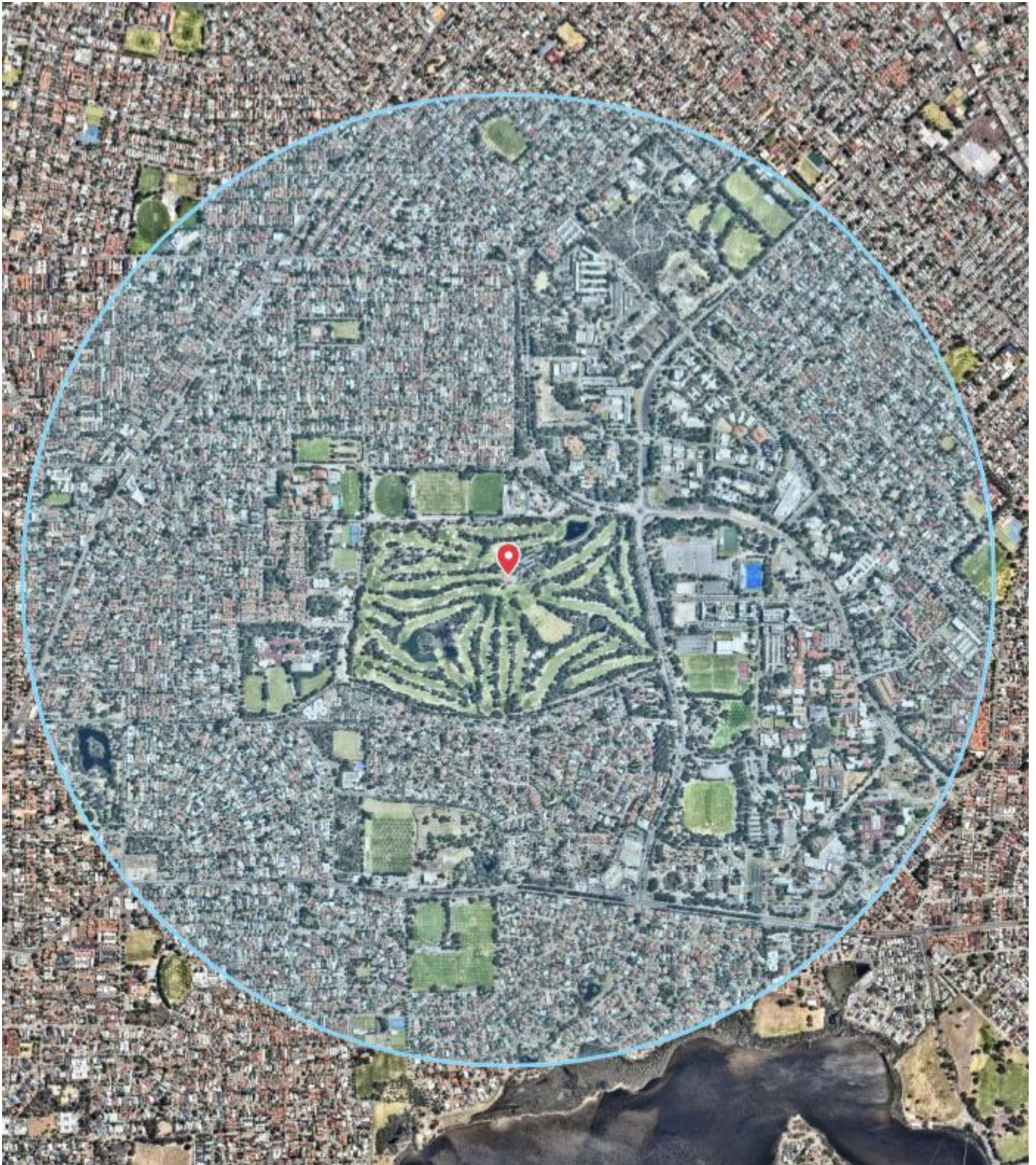
2.14.1. The subject premises is located within the suburb of Como.

2.14.2. The Golf Course itself has loyal customers that attend regularly

and the social club, The Fairway Golf Club.

2.15. The applicant will now consider the appropriate locality for the demographic study.

2.15.1. The map below shows a 2km radius from the subject premises.



2.15.2. For the purposes of the demographic study, the following statistical areas will be used as a representation of the locality;

2.15.2.1. The City of South Perth, and

2.15.2.2. The Town of Victoria Park

2.15.3. The applicant has selected these Local Government Areas (LGA)



as representative of the locality because a number of suburbs from both LGA's fall within the 2km radius, the suburbs most likely to be affected by the grant of the proposed tavern restricted licence are

2.15.3.1. Como,

- 2.15.3.2. Karawara, and
- 2.15.3.3. Kensington.
- 2.15.4. Section 3 of these submissions will consider the demographics of the locality in more detail.
- 2.16. The applicant will now consider the appropriate locality for the outlet density study.
- 2.17. While not stated in any of the Director's policies available online, nor in the Act (1988), the applicant will adhere to previous policy and will provide an outlet density report that considers the location of all existing licensed premises within 500m. For this matter we used the area within 500m radius from the boundary of the Golf Course itself.
- 2.18. Previously, the Director's public interest assessment policy stated that applicants needed need to provide *"outlet density information that includes:*
 - 2.18.1. *if the applicant intends to sell packaged liquor, the location of all existing licensed premises within the locality;*
 - 2.18.2. *if the applicant does not intend to sell packaged liquor, the location of all existing licensed premises within 500 metres*
 - 2.18.3. *nature of services provided by the other licensed premises; and*
 - 2.18.4. *the level of access to, and diversity of the services."*
- 2.19. The applicant feels providing this outlet density report gives the Director a better picture of the liquor licensing landscape that currently exists around the proposed premises.

3. Demographics of the Locality

- 3.1. The potential impact of this proposed licence on the community within the specified locality is something that any applicant must consider and is considered here by this applicant.
- 3.2. In “The Western Australian Alcohol and Drug Interagency Strategy 2018-2022” the priority groups of concern are as follows;
 - 3.2.1. *Aboriginal people and communities.*
 - 3.2.2. *Children and young people.*
 - 3.2.3. *People with co-occurring problems*
 - 3.2.4. *People in rural and remote areas including fly-in, fly-out and drive-in, drive-out workers;*
 - 3.2.5. *Families, including alcohol and other drug using parents and significant others;*
 - 3.2.6. *Those interacting with the justice and corrections systems.*
 - 3.2.7. *People in low socio-economic areas*
 - 3.2.8. *Communities that experience high tourist numbers*
 - 3.2.9. *Migrant groups from non-English speaking countries*
 - 3.2.10. *Other target groups of concern include:*
 - 3.2.11. *Older adults:*
 - 3.2.11.1. *People identifying as lesbian, gay, bisexual, transgender or intersex; and*
 - 3.2.11.2. *Homeless people.*
- 3.3. The applicant will consider all thirteen groups above for which data is readily available. The following groups were unable to be considered however, as data is not available for them;
 - 3.3.1. *People with co-occurring problems;*
 - 3.3.2. *People in rural and remote areas including fly-in, fly-out and drive-in, drive-out workers;*
 - 3.3.3. *Families, including alcohol and other drug using parents and significant others (see paragraphs 3.5 & 3.6 below);*
 - 3.3.4. *Those interacting with the justice and corrections systems;*
 - 3.3.5. *People identifying as lesbian, gay, bisexual, transgender or intersex; and*
 - 3.3.6. *Homeless people.*

- 3.4. Clarification has previously been sought from the Drug and Alcohol Office regarding the definition of the term “family”.
- 3.5. The Drug and Alcohol Office replied that “a specific definition of family is not provided in the Strategy document. There are a number of reasons for this, including:
 - 3.5.1. *“Recognition of the cultural diversity in Western Australia and that the definition of family can be different for different cultures.*
 - 3.5.2. *Recognition that the impact of an individual’s drug and alcohol use is not always confined to a household or what has in the past been defined as the ‘immediate family’ - it can impact more broadly on family members who are external to a household. For example, Grandparents, Aunts and Uncles are commonly reported to be impacted upon.*
 - 3.5.3. *Recognition that not all families are biologically related but can still be impacted on by a person’s drug or alcohol use - for example step children/guardians.”*
- 3.6. With such a broad definition, it is impossible for the applicant to identify or quantify this priority population group in the locality.
- 3.7. For the purpose of this demographic study, the applicant has selected relevant Census topics from the Australian Bureau of Statistics (ABS) website (www.abs.gov.au) to provide an indication of the prevalence of each of the priority population groups within the locality and compared them with the same information for the State (Western Australia).
- 3.8. The applicant will be considering the 2021 census data for the local Government areas - City of South Perth and the Town of Victoria Park.
- 3.9. The selected ABS 2021 Census data is shown in the table below.

ABS Census 2021	City of South Perth (LGA)	Victoria Park (LGA)	Western Australia
People			
Population	43,405	36,889	2,660,026
Median Age	39	36	38
Aboriginal and Torres Strait Islander People	1.5%	1.8%	3.3%
Age			
Persons aged 15 - 24	13.6%	12.4%	11.8%
Age			
Persons aged 65+	19.6%	14.9%	16.1%
Level of highest educational attainment			
Bachelor Degree level and above	43.0%	36.8%	23.8%
Occupation			
Professionals	37.4%	31.5%	22.0%
Managers	15.2%	12.6%	12.3%
Employment status			
Worked Full-Time	57.4%	58.6%	57.1%
Tenure type			
Owned outright	31.5%	21.5%	29.2%
Median Weekly Incomes			
Personal			
Family	\$1,010	\$987	\$848
Household	\$2,761	\$2,473	\$2,214
	\$2,004	\$1,844	\$1,815
Household income			
Less than \$650 total household weekly income	16.6%	18%	16.3%
More than \$3,000 total household weekly income	33.0%	27.1%	25.6%
Rent weekly payments			
Median rent	\$360	\$350	\$340
Renter households where rent payments are less than or equal to 30% of household income	63.3%	64.5%	59.9%
	26.6%	26.1%	28.3%
Renter households with rent payments greater than 30% of household income			
Mortgage monthly repayments			
Median mortgage repayments	\$2,200	\$2000	\$1,842
Owner with mortgage households where mortgage repayments are less than or equal to 30% of household income	74.4%	76.6%	72.1%
Owner with mortgage households with mortgage repayments greater than 30% of household income	13.8%	11.9%	13.0%

- 3.10. The purpose of considering the demographic data for the locality is to establish whether the priority population groups identified in paragraphs 3.2 and 3.3 above are over or underrepresented in the locality.
- 3.11. Aboriginal people and communities;
 - 3.11.1. The table above indicates that in 2021 the average percentage of aboriginal people in the locality was substantially lower in both statistical areas at 1.5% and 1.8%, compared with the figure for the State at 3.3%.
 - 3.11.2. Conclusion - This priority group is underrepresented in the locality.
- 3.12. Children and young people;
 - 3.12.1. The average figure for persons aged between 15-24 years is slightly above average in both local government areas.
 - 3.12.2. Conclusion - This group is close to average representation in the locality.
- 3.13. Older adults;
 - 3.13.1. The percentage of persons aged 65+ is higher in the South Perth local government area and slightly lower in the Victoria Park local government authority statistical data groups is significantly lower than the State average.
 - 3.13.2. Conclusion - This priority group is close to average representation within the locality.
- 3.14. People from rural and remote communities;
 - 3.14.1. The locality is not in a regional, rural or remote area.
- 3.15. When comparing the socio-economic data in the 2021 Census for the suburb of South Perth and Victoria Park local government area to the figures for WA as a whole;
 - 3.15.1. The rate of highest educational attainment being a bachelor's degree or above was significantly higher in both the local government area of South Perth and Victoria Park local government area than the State average.
 - 3.15.2. The percentage of households with less than \$650 weekly income is slightly higher in both statistical areas.
 - 3.15.3. The percentage of households with more than \$3,000 household weekly income is significantly more than the State average in both statistical areas.
 - 3.15.4. The percentage of professionals and managers residing in the two statistical areas is significantly higher than the State average in the statistical areas.
- 3.16. ***Conclusion - The socio-economic environment in the locality appears strong with a very low prevalence of almost all of the priority groups.***
- 3.17. To give further information to the Director in regard to the suburbs closest to the subject premises the Applicant has conducted a demographic

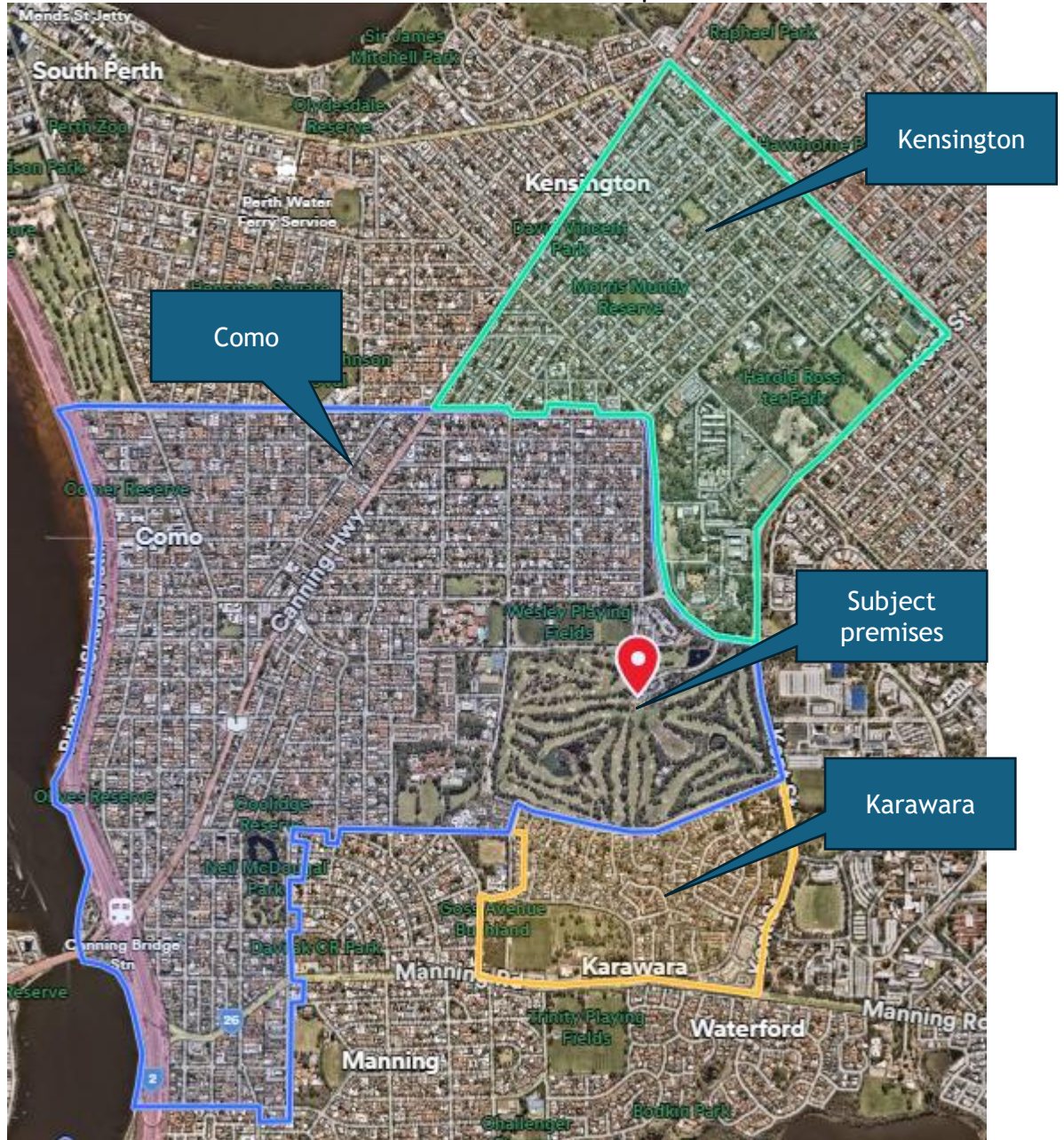
survey. These suburbs are:

3.17.1. Como,

3.17.2. Karawara, and

3.17.3. Kensington.

3.18. These suburbs are shown in the below aerial map.



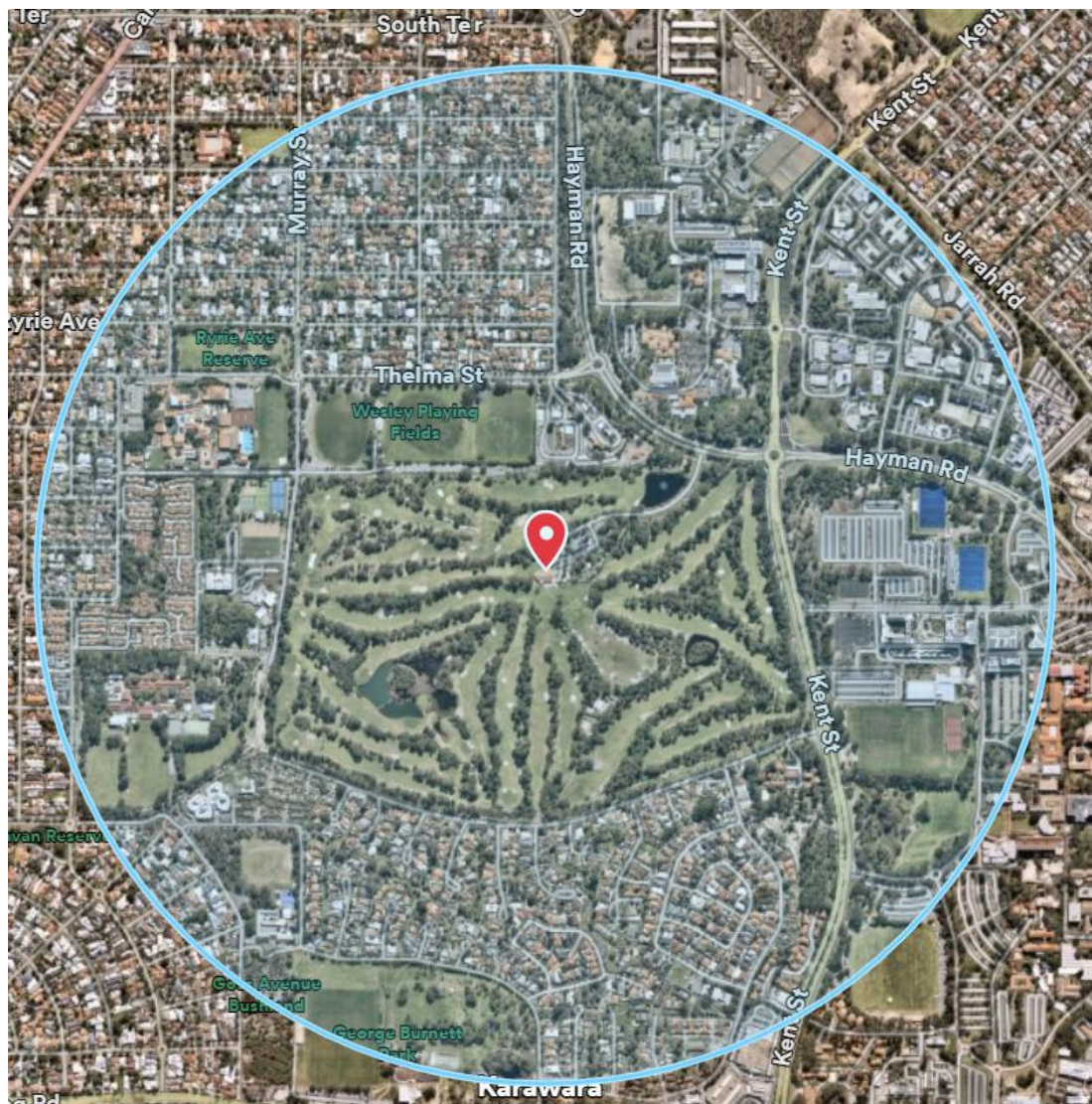
ABS Census 2021	Como	Kensington	Karawara	Western Australia
People	14,786	4,627	1,842	2,660,026
Population	38	38	31	38
Median Age				
Aboriginal and Torres Strait Islander People	1.1%	1.6%	5.5%	3.3%
Age	12.6%	14.1%	25.5%	11.8%
Persons aged 15 - 24				
Age	10.2%	13.0%	12.9%	16.1%
Persons aged 65+				
Level of highest educational attainment				
Bachelor Degree level and above	42.6%	44.5%	31.8%	23.8%
Occupation	37.9%	37.6%	27.7%	22.0%
Professionals	13.8%	17.7%	7.9%	12.3%
Managers				
Employment status	59.2%	56.1%	46.2%	57.1%
Worked Full-Time				
Tenure type	27.6%	29.2%	26.9%	29.2%
Owned outright				
Median Weekly Incomes				
Personal	\$1,001	\$1,072	\$588	\$848
Family	\$2,550	\$3,337	\$2,020	\$2,214
Household	\$1,780	\$2,496	\$1,718	\$1,815
Household income				
Less than \$650 total household weekly income	18.5%	14.1%	25.4%	16.3%
More than \$3,000 total household weekly income	27.1%	43.8%	23.1%	25.6%
Rent weekly payments	\$350	\$375	\$300	\$340
Median rent				
Renter households where rent payments are less than or equal to 30% of household income	63.2%	62.8%	57.2%	59.9%
				28.3%
Renter households with rent payments greater than 30% of household income	27.5%	28.3%	27.3%	
Mortgage monthly repayments				
Median mortgage repayments	\$2,041	\$2,600	\$2,000	\$1,842
Owner with mortgage households where mortgage repayments are less than or equal to 30% of household income	75.8%	78.9%	73.3%	72.1%
Owner with mortgage households with mortgage repayments greater than 30% of household income	13.3%	9.6%	15.8%	13.0%

4. Profile of the Local Community

- 4.1. Per the directive of Form 2A available on the Public Interest Assessment policy website (last reviewed October 2025);
 - 4.1.1. *“If any of the following are in the locality, please provide their names and addresses: Schools and educational institutions, hospitals, hospices, aged care facilities, churches/places of worship, drug and alcohol treatment centres, short term accommodation or refuges, childcare centres, or a local Government”.*
- 4.2. The applicant reviewed the 2km radius of the proposed premises and recorded all venues of this nature via a desktop review
- 4.3. Attached at CPGC01 is a list of these community venues, within 2km of the subject site.

5. Outlet Density Information

- 5.1. In this section the Applicant has considered the liquor licensing landscape surrounding the subject premises.
- 5.2. While not stated in any of the Director's policies available online, nor in the Act (1988), the applicant will adhere to previous policy and will provide an outlet density report that considers the location of all existing licensed premises within 500m.
- 5.3. In October 2025, the applicant searched the website of the Department of Racing, Gaming and Liquor, for existing liquor licences within each of the suburbs within 500m of the boundary of the Golf Course, namely:
 - 5.3.1. Como,
 - 5.3.2. Manning,
 - 5.3.3. Karawara,
 - 5.3.4. Bentley,
 - 5.3.5. East Victoria Park, and
 - 5.3.6. Kensington.



- 5.4. The applicant then;
 - 5.4.1. Considered the relevant suburbs listed above,
 - 5.4.2. Restricted their search to premises within 500m of the boundary of the subject premises, and
 - 5.4.3. Eliminated any premises which may not trade in a manner similar to what is permitted under a tavern restricted licence.
- 5.5. This resulted in there being 0 premises which may trade in a manner similar to a tavern which are situated within 500m of the boundary of the licensed area.

6. Proposed Style of Operation

- 6.1. Collier Park Golf Course currently operates under a special facility (sports arena & function centre) licence (licence no. 6090111154) and provides licensed food and beverage services to the following people:
 - 6.1.1. persons attending a bona fide pre-arranged reception or function (as is defined by section 3 of the Act) at the licensed premises;
 - 6.1.2. persons participating in golf on that day; and
 - 6.1.3. persons viewing golf being played on that day.
- 6.2. Under the proposed tavern restricted licence, Collier Park Golf Course will be able to open their premises to serve everyone in the local community. Further, they will be afforded more flexibility in their trading hours.
- 6.3. This application is part of the new development of a driving range, a new restaurant and function room, two-storey driving range and recreation areas.
- 6.4. Collier Park Golf Course is a well-established public golf facility located in Como Western Australia operated by Clublinks Management Pty Ltd. It features a 27-hole golf course, club house and minigolf course.
- 6.5. The West Australian Planning Commission (WAPC) has recently approved a development to the golf course including:
 - 6.5.1. A modern 2-level driving range with fitted with state-of-the-art golf training technology,
 - 6.5.2. A new restaurant/café,
 - 6.5.3. A dedicated function space,
 - 6.5.4. A padel tennis courts,
 - 6.5.5. A new retail shop and office space,
 - 6.5.6. An all-abilities playground, and
 - 6.5.7. A new commercial/community space.
- 6.6. Indicative images of the new golf facility are below





Indicative images of the Collier Park Golf Facility

- 6.7. The updated hospitality spaces will provide a relaxed and scenic environment for families, friends, and community members to meet, dine, and enjoy the venue, regardless of whether they are participating in sport.
- 6.8. Furthermore, with the event spaces being included in the new development, the premises will have the potential to support community events, themed nights, and other social activities, enhancing its role as a community gathering place and entertainment venue.
- 6.9. The applicant advises the function facility will be promoted as one of the most versatile spaces in Perth, with stunning views down the first fairway, just 10 minutes from the CBD.
- 6.10. The same quality, great value food will be served in a range of cocktail-, plated-, and buffet-style menu packages. With access wide enough to drive a car through, we anticipate the venue will be just as popular for daytime functions (car launches, conferencing etc) as it will for evening functions (weddings, celebrations, graduations etc).
 - 6.10.1. A sample function package menu is attached at attachment CPGC02.
- 6.11. The applicant advises the proposed driving range will offer world class golf and entertainment facility that can be used by dedicated golfers to use the technology to improve their game or by new golfers with fun game-based skills development. As an ancillary service customers will be able to order food and drinks directly to their driving range bay, which has seating and tables for comfort of the customers.
- 6.12. The intention is to operate the hospitality services seven days a week with the following trading hours:
 - 6.12.1. Bar restaurant and Function Centre
 - 6.9.1.1. 10am - Midnight
 - 6.12.2. Kiosk and mobile liquor carts
 - 6.9.2.1. 10am - 7:30pm

- 6.13. Functions or events may include sale and service of liquor from 7am ancillary to a meal, in the restaurant or function room only.
- 6.14. Nonetheless the standard tavern trading hours are being applied for in order to allow for flexibility of operations.
- 6.15. The applicant is requesting that the Unaccompanied Juveniles trading condition on their current licence is also applied to their proposed tavern (restricted) licence.

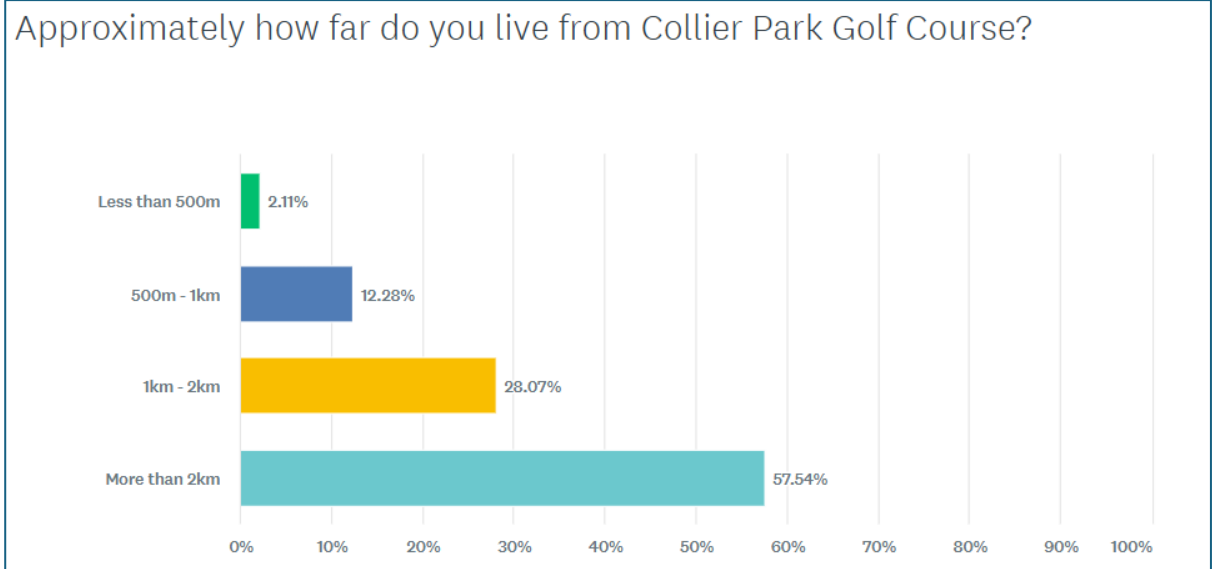
JUVENILES

Pursuant to section 120(1)(e) of the Act, unaccompanied juveniles are permitted on the licensed premises, provided those juveniles are there for the purpose of participating in, or viewing, sporting, recreational or leisure activities provided at the centre.

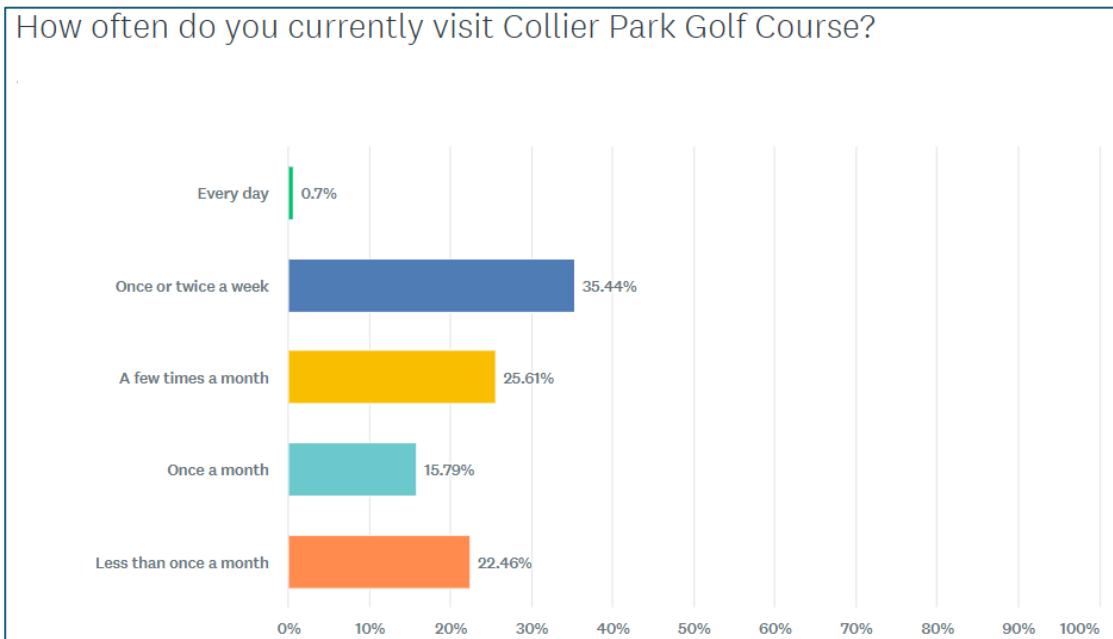
- 6.16. If this application is approved, what will be created is a single venue promoting responsible drinking practices, food and friendly atmosphere for members of the community.

7. Objective Witness Support

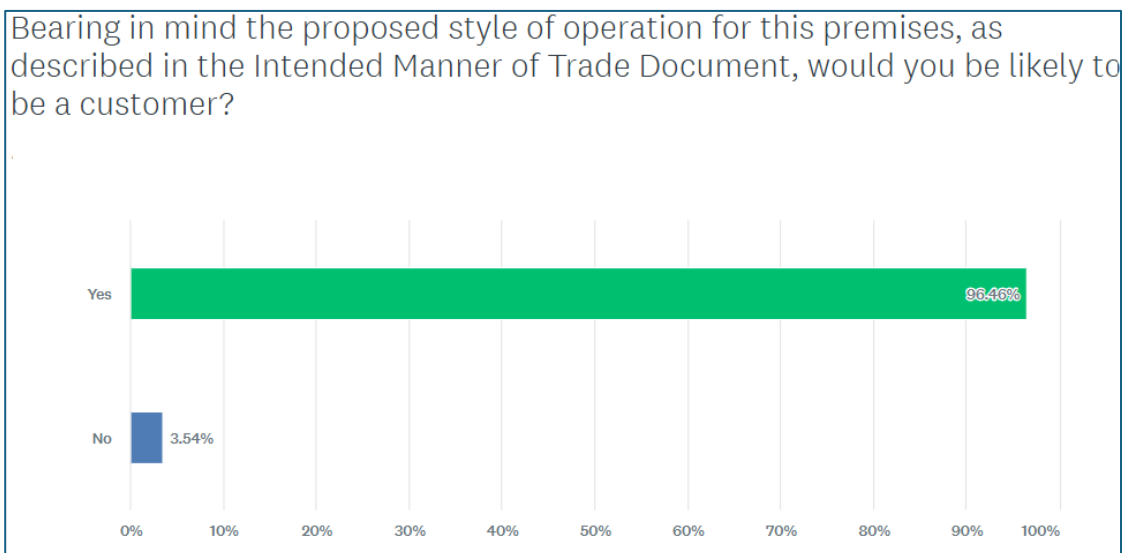
- 7.1. The applicant conducted a witness questionnaire to gather objective evidence for the support of this application. The questionnaire (attachment CPGC03) was prepared and made available in and around the premises, as well as via an online campaign.
- 7.2. Respondents were also provided access to the following supporting documents.
 - 7.2.1. An intended manner of trade document (attachment CPGC04).
 - 7.2.2. A draft floor plan (attachment CPGC05),
 - 7.2.3. A draft food and beverage menu (attachment CPGC06), and
 - 7.2.4. A sample function package menu (attachment CPGC002).
- 7.3. A total of 277 people completed the questionnaire as at 3rd November, 2025. The applicant declares that 162 extra attempted the questionnaire but did not put in any data. These respondents have been removed as they have no bearing on the final results.
- 7.4. All raw witness data has been lodged with these submissions (attachment CPGC07).
- 7.5. These questionnaires provide the Director with an insight into the opinions of people from the local community and others who resort to the area and are likely to become patrons of the new venue.
- 7.6. **43%** of the respondents to the questionnaire live within 2km of Collier Park Golf, as can be seen in the below graph.



- 7.7. Of these respondents **95.7%** have lived at the same address for more than a year and **71.8%** of the respondents have lived at the same address for 5 years or more.
- 7.8. The respondents were comprised of people with varied connections to the Collier Park Golf Course. As can be seen below roughly half of the respondents visit a few times a month or more, as can be seen in the below graph.

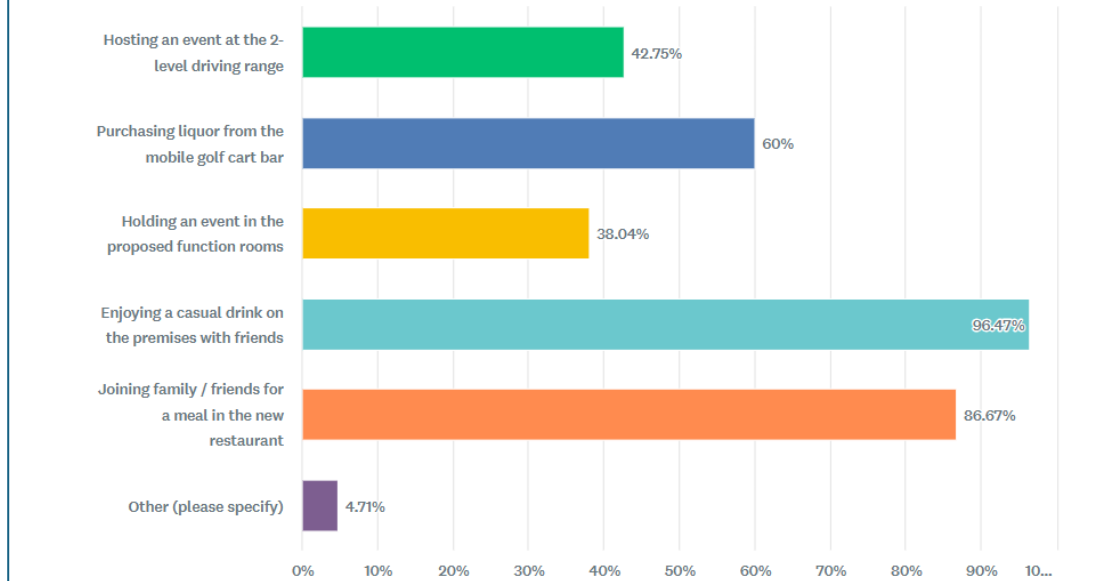


- 7.9. After reviewing the proposed style of operation **96.5%** of the witnesses said they would be likely to be a customer of Collier Park Golf after the grant of the licence, as shown in the below graph.



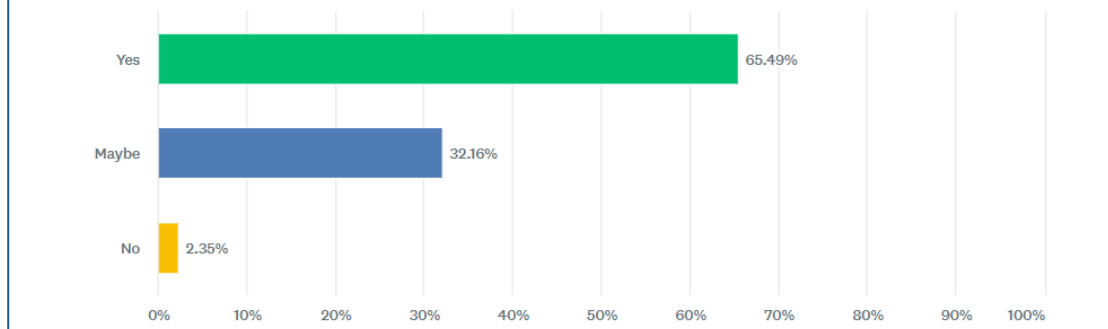
- 7.10. Witnesses indicated that they have demand for the premises for multiple different activities, as can be seen in the below graph.

Which of the below amenities proposed within the licensed premises would you like to have the option of doing? (Please select all that apply)



- 7.11. As noted throughout this PIA the applicant's intention is to provide a premises not just for the golfers but also for the local community as a whole. The chart below demonstrates that there is strong demand for this side of the business, with **65%** of witnesses saying they would be using the premises to attend community events.

Noting that the proposed venue is designed to serve everyone in the local community, not just those who play golf, would you attend community events at the golf complex?



- 7.12. Given that this application is for the benefit of (1) the members of the local community as well as (2) Golfers around Perth looking for state of the art golf and hospitality services and (3) anyone who visits the Collier Park Golf with the intention of dining out or for recreational purposes, the objective evidence presented in this section shows this witness pool to be an accurate representation of the community and locality.
- 7.13. Noting all of this, further questions and respondent answers are detailed throughout these submissions, to assist the Director in assessing the public interest criteria contained in Section 38 of the Liquor Control Act (1988).

8. Applicant Background

- 8.1. Clublinks Management Pty Ltd is a well-established facility management company, recognised for its expertise in managing a diverse range of venues across Australia.
- 8.2. Currently, Clublinks Management Pty Ltd operates a total of 22 venues nationwide, demonstrating a broad footprint and considerable operational capability within the industry.
- 8.3. Of these 22 venues, nine are golf courses that hold liquor licences. These licensed golf courses have been under Clublinks' management since 2021, and are located throughout Western Australia, Victoria, New South Wales and Queensland.
- 8.4. The company's ongoing management of these venues highlights its significant experience in the retail and liquor sectors, particularly in relation to licensed golf operations.

8.5. Collier Park Golf Course

- 8.5.1. The current food and beverage offering at Collier Park Golf, includes a 70-seat cafe, as well as alfresco dining areas, outdoor event spaces and a central events pavilion within the Mini Golf course.
- 8.5.2. The licensed facility caters to over 4,000 visits each week, with the café and alfresco areas also available for private functions.
- 8.5.3. Multiple community events are hosted by Collier Park Golf's food & beverage facilities, including large scale yoga events, laser tag, outdoor movie nights, and craft evenings.
- 8.5.4. Recently, Clublinks was awarded the management contract for Collier Park for a further 21 years. The management contract provides for investment by Clublinks to develop a sporting, entertainment and hospitality offer to transform the venue.
- 8.5.5. The redevelopment will include a 200 seat restaurant with 200-seat dining, a 200 people capacity function centre, a fully serviced 48-bay Driving Range and a fully licensed golf course and mini golf course.
- 8.5.6. The new facility will provide an even stronger foundation on which to deliver a raft of community events, including live music, movies, fun sport challenges and larger scale functions such as weddings, expos and special events.
- 8.5.7. Clublinks Management Pty Ltd began as licensees in August of 2021.

- 8.5.8. Please see the financial growth of Collier Parks Golf:

Financial Year	Revenue
2023	\$1.52m
2024	\$1.82m
25 (projected)	>\$2m

- 8.5.9. Attendance numbers in the financial year, ending 2025:
- 8.5.9.1. Golf Rounds Played: 132,369
 - 8.5.9.2. Driving Range Visits: 52,321
 - 8.5.9.3. Mini Golf Tickets Sold: 14,862
- 8.5.10. Collier Park Golf currently employs 8 Full Time Equivalent Employees and 30+ casuals supporting operations of the golf course and food and beverage services.
- 8.5.11. It is anticipated that the new development and will result in new jobs in the management and operations of the new kitchen, bars function space and driving range.

8.6. **The Cut Golf Course (WA)**



- 8.7. Clublinks Management Pty Ltd was responsible for the management of The Cut Golf Course in Mandurah between 2021 and 2022. During this period, Clublinks oversaw the operation and administration of the venue, ensuring compliance with industry standards and regulations. In 2022, the golf course was sold to new operators, concluding Clublinks' management of the site.
- 8.8. Among the nine licensed golf courses, five feature major food and beverage operations. The remaining venues primarily offer food and beverage sales on-course, without dedicated hospitality spaces. Below is a list of the major sites with substantial food and beverage facilities.

8.9. Links Kennedy Bay Golf Course



- 8.9.1. In addition to providing liquor service on the licensed golf course, the applicant's Links Kennedy Bay venue features a family-friendly casual dining restaurant with seating for up to 250 guests.
- 8.9.2. This venue is recognised as an ideal location for various events, including birthday celebrations, romantic weddings, and corporate gatherings. This versatility positions the venue as a central hub for both social and business functions within the community.
- 8.9.3. The restaurant has built strong community ties by prioritising inclusivity and accessibility, making it a welcoming spot that is often fully booked on weekends.
- 8.9.4. The venue's menu places a strong emphasis on sourcing local produce wherever possible. The beverage list predominantly highlights Western Australian offerings, with all beer taps, main spirit selections, and 90% of the wine list featuring WA producers. This dedication to local sourcing not only supports regional suppliers but also enhances the dining experience for guests by showcasing the best of Western Australia's culinary and beverage landscape.
- 8.9.5. Turnover breakdown:
 - 8.9.5.1. Current Annual F&B Turnover: \$3.68m
 - 8.9.5.2. Alcohol Turnover Amount: \$1.49m

8.10. Moore Park Golf Precinct



- 8.10.1. Clublinks has successfully overseen the management of Moore Park Golf in Sydney, New South Wales, since 2009. They took direct responsibility for food and beverage operations in 2022. The precinct comprises an 18-hole golf course, a 60-bay three-tier driving range, and a variety of function spaces designed to accommodate corporate gatherings, private functions, sporting expos, and other events.
- 8.10.2. Moore Park Golf is ideally situated only 5 kilometres from Sydney's CBD, making it a highly desirable location for both sporting and event activities.
- 8.10.3. Recognising the venue's unique appeal and strategic location, Clublinks has focused on positioning Moore Park Golf as a premier destination for functions and corporate events, complementing its established reputation for sporting excellence.
- 8.10.4. In 2024, Moore Park Golf experienced high patronage, attracting nearly 400,000 visitors throughout the year. In addition to this, the venue hosted more than 700 events, with close to half of these events being non-golf related, highlighting its versatility and broad community engagement.
- 8.10.5. Turnover breakdown:
 - 8.10.5.1. Current Annual F&B Turnover: \$3.49m
 - 8.10.5.2. Alcohol Turnover Amount: \$991k

8.11. Minnippi Golf & Range



- 8.11.1. Clublinks commenced operations at the newly developed Minnippi Golf Course, in Queensland, in October 2023 and in February 2024 launched “Cooee” a 180-seat restaurant with alfresco and indoor dining. It offers function spaces for events including weddings, birthday parties as well as corporate occasions.
- 8.11.2. Investing in the project enabled the applicant to influence the restaurant design, and conduct a complete redevelopment of the space prior to opening. The end product is aligned with our vision of creating a major function and restaurant facility which caters to golfers and the wider community.
- 8.11.3. The goal for Cooee was to create a venue where the local community felt inspired to feel like this was their venue for a meal, a Friday arvo drink or a function.
- 8.11.4. The restaurant is supported by entertainment activities such as table tennis, short course mini golf, lawn games and live music; all incorporated to generate additional dwell time.
- 8.11.5. Turnover breakdown:
 - 8.11.5.1. Current Annual F&B Turnover: \$2.17m
 - 8.11.5.2. Alcohol Turnover Amount: \$848k

8.12. Newgreens Chatswood



- 8.12.1. Newgreens Chatswood stands as the latest addition to Clublinks' portfolio of venues, having officially opened its doors at the start of October.
- 8.12.2. Situated on Sydney's north shore, this luxury lifestyle development comprises 106 residences and is set to redefine the standard of golf course hospitality in the region.
- 8.12.3. Clublinks is responsible for the management and operation of the precinct, which features a 12-hole golf course, wellness facilities, a cinema, and multiple food and beverage outlets. This integrated approach ensures that both residents and the wider community benefit from a diverse range of amenities and experiences.
- 8.12.4. The golf course precinct includes
 - 8.12.4.1. Tempo - Ground floor café, sports bar, and retail space: A 200-seat indoor and outdoor venue catering to residents, the local community, and golfers.
 - 8.12.4.2. Newgreens Function & Events - A multi-area space accommodating up to 200 guests, featuring four connecting rooms that can be combined into a single expansive ballroom for larger events.
 - 8.12.4.3. Dodici - Rooftop Premium Dining Restaurant and Lounge Bar: An exclusive setting on the rooftop with seating for 150, offering a premium dining and lounge experience.
- 8.12.5. Turnover breakdown:
 - 8.12.5.1. Current Annual F&B Turnover: \$2.37m
 - 8.12.5.2. Projected Annual F&B Turnover: \$5m in year two
 - 8.12.5.3. Alcohol Turnover Amount: \$929k
 - 8.12.5.4. Projected Annual Alcohol Turnover: \$2m in year two

8.13. **Clublinks' Smaller Licensed Venues**

- 8.13.1. Here is the list Clublinks Management Pty Ltd's smaller licensed venues that predominantly sell alcohol out on their courses.
 - 8.13.1.1. Centenary Park Golf Course, Victoria,
 - 8.13.1.2. Queens Park Golf Course, Victoria,
 - 8.13.1.3. Bundoora Golf Course, Victoria, and
 - 8.13.1.4. Northcote Golf Course, Victoria.
- 8.13.2. Turnover breakdown:
 - 8.13.2.1. Current Annual F&B Turnover: \$1.6m
 - 8.13.2.2. Alcohol Turnover Amount: \$900k
- 8.14. From the above list there are two licensed premises in WA, having let go of a third premises, The Cut Golf Course.
- 8.15. Clublinks Management Pty Ltd has maintained an impeccable compliance record in relation to liquor licensing. At no time have any licensing infringements been issued against Clublinks Management Pty Ltd or any of the venues under its management. This demonstrates the company's commitment to responsible service and strict adherence to all regulatory requirements within the liquor and retail sectors.
- 8.16. None of the licensed venues managed by Clublinks Management Pty Ltd have received any warnings or formal complaints from police or Council.

9. Section 38(4)(a) - Risk Assessment with Respect to the Harm and Ill Health

- 9.1. Section 38(4)(a) of the Liquor Control Act (1988) asks the licensee to consider *“the harm or ill-health that might be caused to people, or any group of people, due to the use of liquor.”*
- 9.2. In this section the licensee assesses the risk with respect to the harm or ill-health that might be caused to people, or groups of people within the locality.
- 9.3. The demographics of the locality have been discussed in some detail in section 3 and the conclusion was there are no significant concerns in respect of the identified priority groups.
- 9.4. According to the Federal Government’s Snapshot entitled Australia’s Health 2018 (<https://www.aihw.gov.au/getmedia/7c42913d-295f-4bc9-9c24-4e44eff4a04a/aihw-aus-221.pdf>)
 - 9.4.1. *“most Australians drink alcohol at levels that cause few harmful effects”. (Page 204)*
 - 9.4.2. *“As well, fewer Australians are drinking at levels that contribute to alcohol-related harm over a lifetime. However, about 26% of people drink more than is recommended on a single occasion, and they do this at least once each month. Younger people show more promising trends when it comes to alcohol—fewer people aged 12-17 are drinking and a greater proportion are abstaining from drinking altogether.” (Page 165, emphasis added)*
 - 9.4.3. *“The NDSHS data reveal several changes in drinking patterns compared with those for 2013, including that:*
 - 9.4.4. *people are drinking less often—daily and weekly drinking rates have declined*
 - 9.4.5. *fewer young people aged 12-17 are drinking alcohol and the proportion abstaining from alcohol has increased*
 - 9.4.6. *people aged 14-24 are delaying starting to drink—the average age at which they first tried alcohol has increased*
 - 9.4.7. *fewer people are exceeding the lifetime risk guideline (Table 4.6.1).” (Page 204)*

Table 4.6.1: Significant changes in drinking behaviours, 2013 and 2016

Drinking behaviours	2013	2016
Drank alcohol daily (14 years and over)	6.5%	5.9%
Drank alcohol weekly (14 years and over)	37.3%	35.8%
Drank alcohol less often than weekly (14 years and over)	34.5%	35.8%
Abstained from alcohol (12-17 years)	72.3%	81.5%
Age when had first full serve of alcohol (14-24 years)	15.7 years	16.1 years
Exceeded lifetime risk guidelines (14 years and over)	18.2%	17.1%

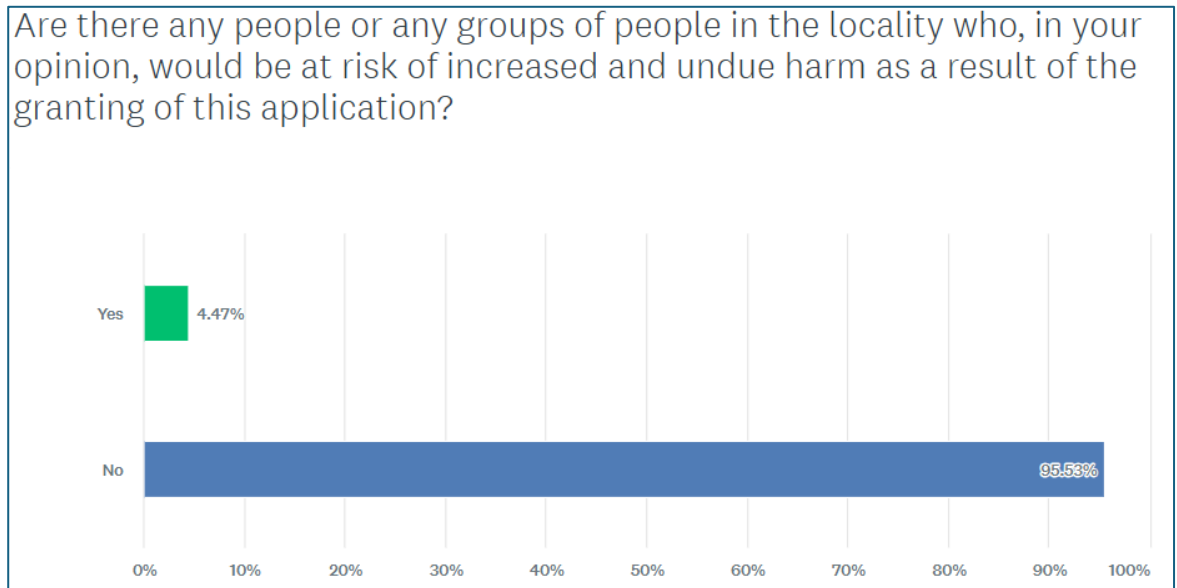
Source: AIHW 2017.

- 9.5. The Snapshot, in a section titled “Alcohol-related incidents and harm”
 - 9.5.1. *Excessive consumption of alcohol increases the risk of people putting themselves and others at risk of harm (AIHW 2017). The NDSHS showed that, in 2016 almost 1 in 6 (17%) recent drinkers aged 14 and over put themselves or others at risk of harm while under the influence of alcohol in the previous 12 months—significantly down from 21% in 2013. In 2016, the most likely risky activity undertaken while under the influence of alcohol was driving a motor vehicle (9.9% of recent drinkers). Overall, more than 1 in 5 (22%) Australians had been a victim of an alcohol-related incident in 2016—down from 26% in 2013. Between 2013 and 2016, verbal abuse (22% and 19%, respectively), being put in fear (13% and 11%) and physical abuse (8.7% and 7.3%) all declined.” (Page 206, Emphasis added.*
- 9.6. Further, it’s worth noting all of the following statistics from these studies:
 - 9.6.1. The National Health Survey (NHS), first results - 2017 - 18,
 - 9.6.1.1. There is a continued decline of standard drinks consumed per day by persons aged 18 years and over, from 19.5% of people in 2011 - 2012, to 16.1% in 2017-2018.
 - 9.6.1.2. There are fewer adults 18 and over consuming four standard drinks on one occasion, dropping from 44% (2014 - 15) to 42.1% (2017 - 18).
- 9.7. **Criminal/offence Statistics**
- 9.8. To further satisfy Section 38(4)(a), the licensee sought to investigate the incidence of alcohol related offences within the locality as recorded by the WA police. However, no statistics were available on the WA Police website in relation to alcohol related crime for any towns or suburbs in WA.
- 9.9. Given that Collier Park Golf is close to the border between South Perth and Victoria Park, the applicant will be considering the crime statistics for both suburbs, keeping in mind that these figures do not specify any incidence of alcohol.
- 9.10. **2024 Crime statistics recorded by the WA Police for South Perth, Victoria Park and Western Australia - calendar year.**

Type of Offence	South Perth (2024)	Victoria Park (2024)	Western Australia (2024)
Homicide	0	1	94
Recent Sexual Offences	20	12	5,569
Historical Sexual Offences	10	2	1,907
Assault (Family)	102	56	33,622
Assault (Non-Family)	41	82	17,632
Threatening Behaviour (Family)	8	10	8,703
Threatening Behaviour (Non-Family)	7	26	6,442
Deprivation of Liberty	-	-	357
Robbery	4	13	1,658
Burglary	73	72	16,610
Stealing of Motor Vehicle	25	46	5,246
Stealing	483	737	82,126
Property Damage	97	167	28,387
Arson	1	2	1,070
Drug Offences	97	84	28,176
Receiving and possession of stolen property	18	20	4,381
Regulated Weapons offences	9	4	4,187
Graffiti	2	8	1,989
Fraud & Related Offences	279	371	25,928
Breach of Violence Restraint Order	47	38	18,521
Total of Selected Offences	1,323	1,751	292,605
Total of Selected Offences Per 1000 residents (Using population stats as per ABS 2021 data)	30.5	47.5	110.0

Source: <https://www.police.wa.gov.au/Crime/CrimeStatistics#/>

- 9.11. In the witness questionnaire, respondents were asked, *“Are there any people or any groups of people in the locality who, in your opinion, would be at risk of increased and undue harm as a result of the granting of this application?”*. The vast majority of respondents (95.5%) answered **No** as can be seen in the below graph.

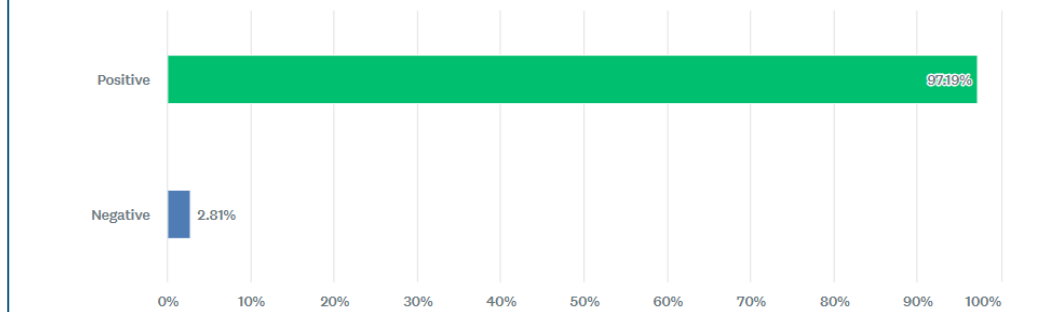


- 9.11.1. Of the eleven respondents who answered ‘yes’ their concern was for the following groups:
- 9.11.1.1. Elderly people, golfers sharing space with the public, possible drink driving and neighbours affected by possible noise pollution.
- 9.12. Given that (1) the rate of offending within the locality is well below the State average, and (2) an overwhelming majority of the respondents (i.e. the local community) saying they do not view the grant of this licence as increasing the potential for undue harm to any persons in the locality and (3) the golf venue is already operating under a liquor licence, it is open for the licensing authority to find this application’s potential to impact negatively on the local community is low.

10. Section 38(4)(b) - A Report on the Amenity of the Locality

- 10.1. The licensee is required to consider both the positive and the negative potential impacts of these applications on the amenity of the locality.
- 10.2. The applicant believes that through this proposed tavern restricted licence, Collier Park Golf will be adding value and amenity to the locality, as evidenced in section 14 of these submissions.
- 10.3. Further, the applicant reiterates the following;
 - 10.3.1. Through this proposed tavern restricted licence, Collier Park Golf will be adding continued value to golfers and non-golfers of the locality alike.
 - 10.3.2. The applicant aims to bring a family friendly food and beverage environment to the locality,
 - 10.3.3. With their service offering covering breakfast, lunch and dinner, they will be providing added convenience and choice to patrons of the area.
- 10.4. The witness evidence survey asked, *"In your view, will this premises have a positive or negative impact on the amenity of the locality?"*
- 10.5. **97%** of witnesses said the grant of the proposed tavern restricted licence would have a positive impact on the amenity of the locality.

Noting that the applicant's intention is to become a true community hub where quality golf meets leisure, recreation, and connection. In your view, will the grant of this licence have a positive or negative impact on the amenity of the locality?



- 10.6. The witnesses' responses in section 7 show strong community support for the application and are indicative of the amenity the grant of this tavern restricted licence is expected to provide to the local community.

11. Offence, Annoyance, Disturbance or Inconvenience - Section 38(4)(c)

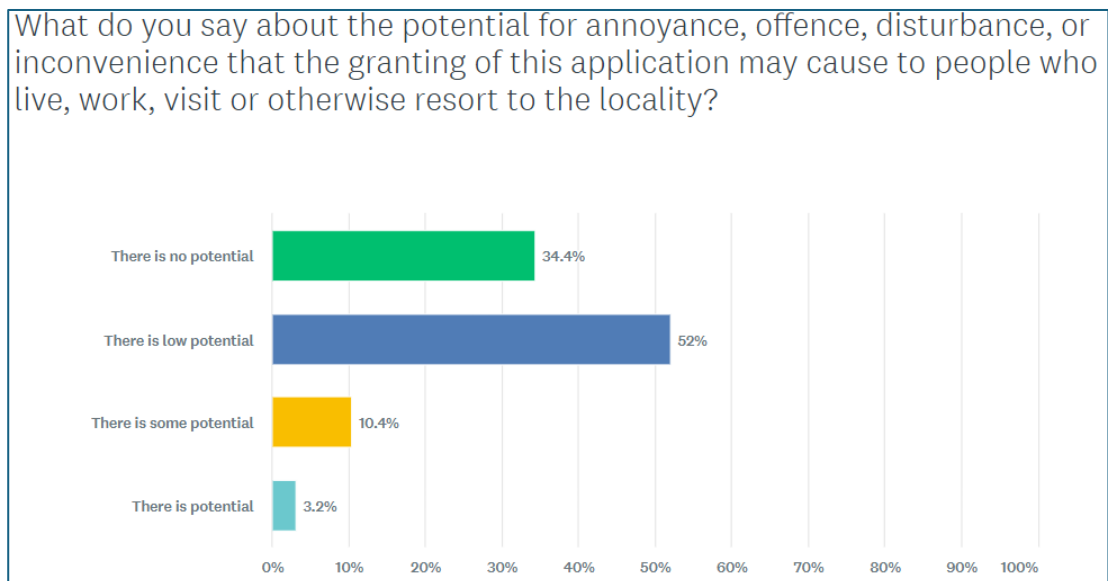
- 11.1. Section 38(4)(c) of the Liquor Control Act states the licensing authority may have regard to;
 - 11.1.1. *“whether offence, annoyance, disturbance or inconvenience might be caused to people who reside or work in the vicinity of the licensed premises or proposed licensed premises”.*
- 11.2. In the applicant’s opinion, there is very little potential for adverse impacts from this proposed licensed venue because:
 - 11.2.1. The applicant takes its responsibilities towards the local community very seriously and will provide an open channel for communication with locals.
 - 11.2.2. The premises will exist within / as part of an existing popular licensed golfing facility - as such it will not be a new source of noise to the area, nor will it be introducing levels of foot traffic not already known to the area.
 - 11.2.3. Not only is the golf complex already present, but the current buildings are already licensed and the golf course itself is a licensed consumption area.
 - 11.2.4. The applicant envisages that entertainment will be in the form of low-key, pre-recorded music played through a central sound system, with occasional live bands.
 - 11.2.5. As per Stantec’s Acoustic Impact statement, drafted during development proposal and attached as CPGC08:
 - 11.2.5.1. The nearest noise sensitive receiver is at least 500m from the project site (residences along Thelma St to the north);
 - 11.2.5.2. Amplified music will predominantly occur inside the proposed Function spaces or Restaurant, which will be appropriately designed to attenuate noise emissions to compliant levels.
 - 11.2.5.3. Any outdoor music shall be limited to a total Sound Power Level (SWL) of:
 - 11.2.5.3.1 100 dB(A) during daytime hours Monday-Saturday (prior to 7pm);
 - 11.2.5.3.2 95 dB(A) on Sundays, Public Holidays and Evenings after 7pm;
 - 11.2.5.3.3 90 dB(A) after 10pm;
 - 11.2.5.4. The proposed levels would ensure regulatory compliance, including an adjustment (penalty) of +10 dB should the music be audible at 500m under the worst-case conditions for sound propagation.
 - 11.2.5.5. Patron noise is expected to be equal to or less than the music levels stated.

11.2.5.6. Noise associated with the driving range and mechanical plant will be addressed in the design phase to ensure ongoing compliance with the EPNR.

11.3. The applicant also proposes the following measures:

- 11.3.1. Prompt and polite response to any noise complaint in respect of the operations of the venue.
- 11.3.2. Adherence to responsible service of liquor, and responsible consumption of liquor practices at the venue.
- 11.3.3. Encouraging patron awareness of the rights of neighbours and others who reside, work, recreate or otherwise resort to the locality, especially when leaving the venue, and
- 11.3.4. The approved manager will also ensure the last patrons leave safely and quietly.

11.4. In question 12 of the witness survey, when respondents were asked “*What do you say about the potential for annoyance, offence, disturbance, or inconvenience that the granting of this application may cause to people who live, work, visit or otherwise resort to the locality?*” the responses resulted in the below chart.



11.4.1. As shown in the above graph **86.4%** of respondents believe there is no or low potential for annoyance, offence, disturbance, or inconvenience as a result of the grant of this licence.

11.5. From the above comments, the following conclusion can be drawn, the proposal is in an appropriate location and there is very limited potential for annoyance, offence, disturbance, or inconvenience to people who live, work, visit or otherwise resort to the locality.

12. Section 5(1)(a) of the Liquor Control Act (1998)

- 12.1. Section 5(1)(a) states that a primary object of the Act is;
 - 12.1.1. *“To regulate the sale, supply and consumption of liquor”;*
- 12.2. Being one of three primary objects means that it is of equal importance to the other two primary objects of the Act.
- 12.3. To regulate means;
 - 12.3.1. *“To control or direct according to rule, principle, or law”*
or
 - 12.3.2. *“To put or maintain in order”*
- 12.4. It does not mean to restrict or to reduce.
- 12.5. There may be some circumstances where a restriction or a reduction is warranted, but the word “regulate” implies more flexibility than either “restrict” or “reduce”.
- 12.6. It is possible to “regulate” and to “increase” at the same time.
- 12.7. Therefore, this primary object should not, of itself, prevent this application from being granted.
- 12.8. It is possible to properly regulate the sale, supply and consumption of liquor and grant this application.
- 12.9. This premises will only be the second licensed tavern (restricted) premises within it’s locality. It would not be an exaggeration to say that the locality is currently underserviced with quality licensed food & beverage options.
- 12.10. As has been shown in previous sections, this is a neighbourhood, community focused premises. It is not being proposed as a venue that encourages mass drinking. Rather, it is focused on providing a quality and modern style of dining to locals.

13. Section 5(1)(b) of the Liquor Control Act (1998)

- 13.1. Section 5(1)(b) states that a primary object of the Act is;
 - 13.1.1. *“To minimise harm or ill-health caused to people, or any group of people, due to the use of liquor”;*
- 13.2. Being one of three primary objects means that it is of equal importance to the other two primary objects of the Act.
- 13.3. In its decision granting a liquor store licence to Woolworths Warnbro the Liquor Commission noted;

“40. The potential for harm or ill-health is a powerful public interest consideration when determining an application (refer Lily Creek supra). Consequently, it is relevant for the licensing authority to consider the level of alcohol-related harm, due to the use of liquor, which is likely to result from the grant of the application. As Wheeler J stated in Executive Director of Public Health v Lily Creek International & Ors [2001] WASCA 410:

“This does not mean that only the increased harm which may result from the specific premises in question is to be considered; rather it seems to me that must necessarily be assessed against any existing harm or ill health so as to assess the overall level which is likely to result if a particular application is granted. Where, as occurs in probably the majority of cases, the existing level of alcohol related harm is no greater than that which appears to be commonly accepted in the community, the distinction is probably not significant.

41. Also, as observed by Ipp J (in Lily Creek supra) it is significant that the primary object in section 5(1)(b) is to “minimize” harm or ill-health, not to prevent harm or ill-health absolutely”.
- 13.4. In paragraph 46 of the Supreme Court decision in respect of the National Hotel, Fremantle, the following conclusion is found;
 - 13.4.1. *“It is not sufficient to simply reason that, where there is already a high level of harm in the particular area, even a small increment in potential or actual harm may be determinative, without making specific findings on the evidence about the level of alcohol related harm which is likely to result from the grant of the particular application.”*
- 13.5. Paragraph 62 of the same decision reads;
 - 13.5.1. *“The appellant contends that the reasons of the Commission reveal that it considered the application was not in the public interest, but not:*
 - 13.5.2. *the positive aspects of the application that were weighed;*
 - (a) *how the Commission reached the conclusion there was a likelihood of increased harm and ill-health if the application was granted; or*
 - (b) *the degree of increased harm or ill-health that was likely to have resulted if the application was granted.”*

- 13.6. All liquor licences have the potential to cause harm and ill health. It is a question for the licensing authority to assess whether the potential for harm in each specific application is too great, and/or outweighs the positive aspects of the application.
- 13.7. Therefore, in this application, the applicant is not required to show that no harm whatsoever may occur if this application is granted, only that the applicant will do all that is reasonably possible to minimise harm and ill-health that could potentially occur if this application is granted, that any potential for harm or ill-health is minimised, and is not “undue”, and that the positive aspects of the application outweigh this potential for harm.
- 13.8. There are several key factors that limit the potential for harm and ill-health that could occur should this application be granted;
 - 13.8.1. Alcohol is not the main attraction.
 - 13.8.2. People will be attracted to the venue for the food and sporting activities in equal measure.
 - 13.8.3. The applicant intends to instal CCTV cameras all around the interior of the venue.
 - 13.8.4. The applicant has a well-developed harm minimisation plan which it will adhere to at all times.
- 13.9. There is a great deal of research which shows that the drinking environment can exert significant influence on patron behaviour.
- 13.10. Briscoe and Donnelly (2003)² quoted Graham and West (2001)³ as finding that;
 - 13.10.1. *“The drinking setting can exert considerable influence on behaviour through expectations, physical and social characteristics of the environment, levels of intoxication allowed and the characteristics of others in the setting.”*
- 13.11. Additionally, Briscoe and Donnelly had the following to add;
 - 13.11.1. *“Given the results of the present analysis, the issue of what factors distinguish the more from the less problematic premises becomes paramount in terms of planning effective interventions and/or enforcement practices to minimise alcohol-related harm.”*
 - 13.11.2. *“We also found that several licensed premises that were hotels and have 24 hour service or extended trading, did not have repeat assaults on their premises suggesting other additional factors also contribute to the risk of violence on licensed premises”*
 - 13.11.3. *“Low comfort, high boredom, aggressive bouncers, discounted drinks, poor ventilation, lack of cleanliness, a hostile*

² ‘Problematic Licensed Premises for Assault in Inner Sydney, Newcastle and Wollongong.’ Susan Briscoe and Neil Donnelly (Available at <http://anj.sagepub.com/content/36/1/18.abstract>)

³ International handbook of alcohol dependence and problems. Graham, K., & West, P.

atmosphere, overcrowding and inadequate numbers of bar staff” have been “associated with alcohol related harm”. Emphasis added.

- 13.11.4. *“These predictive factors which are specific to the drinking venue offer considerable potential to reduce violence on licensed premises because they are under the control of the management and relatively easy to regulate.”*
- 13.12. Further Ross Homel et al found that;
 - 13.12.1. *“The civilising impact of comfort is consistent with the early qualitative research conducted in Sydney... the importance of comfortable seating being available was clear.”*⁴
 - 13.12.2. *“The type of venue, the style of drinking and the placing of seats have an impact on behaviour and potential conflicts and may be as worthy of attention as hours of operation.”*⁵
- 13.13. As stated previously, the proposed premises have been designed to a very high standard and will offer high levels of comfort, and adequate space for the expected number of patrons.
- 13.14. When asked if there were any groups of people in the locality who would be at risk of increased and undue harm as result of the grant of this licence **95.5%** of witnesses answered ‘no’, meaning there would not be.
- 13.15. The **4.5%** of witnesses who answered ‘yes’ and expanded on their reasoning listed the following groups who may suffer as a result of the grant of this licence:
 - 13.15.1. Golfers,
 - 13.15.2. Possible drink drivers,
 - 13.15.3. Nearby neighbours who may experience noise pollution, and
 - 13.15.4. The elderly who golf at Collier Park Golf.
- 13.16. The applicant is an experienced operator of licensed hospitality venues.

⁴ ‘Making licensed venues safer for patrons: what environmental factors should be the focus of interventions?’ Ross Homel, Russel Carvolth, Marge Hauritz, Gillian McIlwain and Rosie Teague (available at https://www.griffith.edu.au/_data/assets/pdf_file/0004/82624/making.pdf)

⁵ ‘A continental ambience: Lessons in Managing Alcohol related Evening and Night - time Entertainment from Four European Capitals.’ Marion Roberts, Chris Turner, Steve Greenfeild and Guy Osborne (available at <http://usj.sagepub.com/content/43/7/1105.short>)

14. Section 5(1)(c) of the Liquor Control Act (1988)

- 14.1. Section 5(1)(c) states that a primary object of the Act is;
 - 14.1.1. *“To cater for the requirements of consumers for liquor and related services, with regard to the proper development of the liquor industry, the tourism industry and other hospitality industries in the State”;*
- 14.2. This object was elevated to the status of primary object in the May 2007 changes to the Liquor Control Act (1988) *“to place a higher emphasis on the needs of consumers”*, as the Minister stated in the Second Reading Speech at the time.
- 14.3. Being a primary object means that it is of equal importance to the other two primary objects of the Act.
- 14.4. In other words, it is just as important for the Director to cater for the requirements of consumers as stated above, as it is to minimize the potential for harm or ill-health due to the use of liquor.
- 14.5. In the end it is a weighing and balancing of these equal objects which will determine whether a liquor licence should be granted or not.
- 14.6. Witness responses gathered in the witness evidence survey demonstrates a clear demand for the services that will be offered under the proposed tavern (restricted) licence. Some examples of this can be seen below.
 - 14.6.1. Witness 41 said, *“It is already a meeting hub but this will expand it beyond golf and make golf events more accommodating for a wider group of people.”*
 - 14.6.2. Witness 11 said, *“Gathering place for people locally with an option to have an alcoholic beverage is great.”*
 - 14.6.3. Witness 32 said, *“Nice to enjoy a social relax either after golf, Driving Range, Mini Golf of just catching up with friends with the golf course as an outlook.”*
- 14.7. As highlighted in the comments above, it is open for the Licensing Authority to conclude approving this application constitutes “proper development of the industry.”

15. Conclusion

- 15.1. The application by Clublinks Management Pty Ltd for a tavern restricted licence will be of benefit to South Perth and the surrounding suburbs. The redevelopment of an already existing food and beverage premises and well run golf course is unlikely to result in any increased harm or ill health within the locality.
- 15.2. The locality has been shown to be stable, responsible and affluent. Further, the level of harm and ill health present is low.
- 15.3. Clublinks Management Pty Ltd is a trusted and popular hospitality group. With a track record of building successful food & beverage venues and golf courses.
- 15.4. The evidence presented in these submissions from the 277 survey respondents shows this proposal is very well regarded, and the local community is highly supportive of this application. Some of the supportive messages from witnesses are below:
 - 15.4.1. Witness 25 said, *'Very happy that Collier Park is expanding and improving. This is a great step in the right direction!'*
 - 15.4.2. Witness 32 said, *'It doesn't change things a huge amount to what's there now, its just a huge upgrade which will be great for all. May need some more parking.'*
 - 15.4.3. Witness 39 said, *'Please continue with the redevelopment with full pace. As a longtime visitor and resident of the local area, the potential to bring a top class golf course equipped with food and beverage offerings can only mean good things for the local community'*
- 15.5. It is, therefore, open for the licensing authority to conclude, on balance, the positive aspects of the application far outweigh any potential for negative impacts, thus clearing the way for an approval of this application.

Drafted on behalf of Clublinks Management Pty Ltd
by Canford Hospitality Consultants Pty Ltd;

Phil Cockman
Canford Hospitality Consultants Pty Ltd

Attachments

- CPGC01. List of Community Venues
- CPGC02. Sample Function Package Menu
- CPGC03. Hard Copy of Witness Questionnaire
- CPGC04. Intended Manner of Trade
- CPGC05. Draft Floor Plan
- CPGC06. Draft Food and Beverage Menu
- CPGC07. Raw Witness Evidence Data
- CPGC08. Acoustic Impact Statement

Collier Park Golf

Hayman Road, Como WA 6152

Application for a Tavern (Restricted) Licence

Section 38 Submissions

Attachment 4 (CPGC04)

Intended Manner of Trade

November 2025



(08) 6278 2788
phil@canford.com.au
0417 976 009
PO Box 389 GUILDFORD WA 6935

Collier Park Golf Course
Hayman Road, Como



Application for a
Tavern Restricted Licence
Intended Manner of Trade

September 2025

1. Introduction

- 1.1. Clublinks Management Pty Ltd will be applying to the Licensing Authority for the conditional grant of a tavern restricted licence for Collier Park Golf course located Hayman Road, Como.
- 1.2. The premises currently operates under a special facility licence (licence no. 6090111154) and provides licensed food and beverage services to those who attend Collier Park Golf Course for the sole purpose of playing golf / participating in a golfing activity.
- 1.3. Under this new licence type, Collier Park Golf Course will be able to open up their premises to serve everyone in the local community, not just those who play golf. Further, they will be afforded more flexibility in their trading hours.
- 1.4. This application coincides with the new development of a driving range, a new restaurant and function room, two-storey driving range and recreation areas.

2. Propose Style of Operation

- 2.1. Collier Park Golf Course is a well-established public golf facility located in Como Western Australia operated by Clublinks Management Pty Ltd. It features a 27-hole golf course, club house and minigolf course.
- 2.2. The West Australian Planning Commission (WAPC) has recently approved a development to the golf course including:
 - 2.2.1. a modern 2-level driving range with fitted with state-of-the-art golf training technology,
 - 2.2.2. a new restaurant/café,
 - 2.2.3. a dedicated function space
 - 2.2.4. padel tennis courts
 - 2.2.5. a new retail shop and office space
 - 2.2.6. an all-abilities playground
 - 2.2.7. A new commercial/community space
- 2.3. The updated hospitality spaces will provide a relaxed and scenic environment for families, friends, and community members to meet, dine, and enjoy the venue, regardless of whether they are participating in sport.
- 2.4. Furthermore, with the event spaces being included in the new development the premises will have the potential to support community events, themed nights, and other social activities, enhancing its role as a community gathering place and entertainment venue.
- 2.5. The intention is to operate the hospitality services seven days a week, with standard tavern trading hours per the Liquor Control Act, as below:

Trading hours for hotel, hotel restricted, tavern and tavern restricted licences			
Day	Open	Close	General conditions
Monday to Saturday	6:00am	12 midnight	
Sunday	10:00am	12 midnight	
New Year's Eve (Monday to Saturday)	6:00am	2:00am New Year's Day	
New Year's Eve (Sunday)	10:00am	2:00am New Year's Day	
Good Friday	12:00 noon	10:00pm	Ancillary to a meal only
Christmas Day	12:00 noon	10:00pm	Ancillary to a meal only
ANZAC Day	12:00 noon	12 midnight	

- 2.6. On occasion, the venue may host private functions such as family celebrations, corporate events, or community gatherings. In line with the existing liquor licence conditions, function hours may extend to 12:00am (midnight).
- 2.7. If this application is approved, what will be created is a single venue promoting responsible drinking practices, food and friendly atmosphere for members of the community.

Drafted for Clublinks Management Pty Ltd,

Phil Cockman

Canford Hospitality Consultants Pty Ltd

Collier Park Golf

Hayman Road, Como WA 6152

Application for a Tavern (Restricted) Licence

Section 38 Submissions

Attachment 8 (CPGC08)

Acoustic Impact Statement

November 2025

Enquiries: Benjamin Martis
Project No: 301251954

To: Mike McGrath, Co Op Studio

From: Benjamin Martis

Date: 07/03/2025

**Subject: Collier Park Driving Range and Hospitality Development
Acoustic Impact Statement**

Stantec Australia Pty Ltd (Stantec) have been engaged by Co Op Studio to provide acoustic advice in support of the Development Application for the Collier Park Driving Range and Hospitality Development, currently Collier Park Golf, located off Hayman Rd Como WA 6152.

Stantec have completed the draft Schematic Design, refer Report 301251954-STN-ZZ-ZZZ-MD-XX-000001_P02 dated 16 Jan 2025, outlining the relevant acoustic criteria and design advice, including obligations under the Environmental Protection (Noise) Regulations 1997 (EPNR).

At the DA stage, it is recommended that the development proceed given the following:

- The nearest noise sensitive receiver is at least 500m from the project site (residences along Thelma St to the north);
- Amplified music will predominantly occur inside the proposed Function spaces or Restaurant, which will be appropriately designed to attenuate noise emissions to compliant levels.
- Any outdoor music shall be limited to a total Sound Power Level (SWL) of:
 - 100 dB(A) during daytime hours Monday-Saturday (prior to 7pm);
 - 95 dB(A) on Sundays, Public Holidays and Evenings after 7pm;
 - 90 dB(A) after 10pm;
- The proposed levels would ensure regulatory compliance, including an adjustment (penalty) of +10 dB should the music be audible at 500m under the worst-case conditions for sound propagation.
- Patron noise is expected to be equal to or less than the music levels stated.
- Noise associated with the driving range and mechanical plant will be addressed in the design phase to ensure ongoing compliance with the EPNR.

We trust that the above is sufficient for your present requirements. Should you require any further information, please do not hesitate to contact the undersigned. Sincerely,

STANTEC AUSTRALIA PTY LTD



Benjamin Martis

Acoustics Project Technical Lead, Team Leader