

# NSW Independent Liquor & Gaming Authority

Ms Jacqueline Bourke Licensee, Crown & Anchor Hotel	GCC INDUSTRIES PTY LTD Business Owner, Crown & Anchor Hotel
MBA CORP PTY LTD Premises owner, Crown & Anchor Hotel	Liquor & Gaming NSW
City of Newcastle	NSW Police

**27 March 2026**

Dear Sir/Madam

Reference No.	<b>DOC26/084940</b>
Licensee	Ms Jacqueline Bourke
Licence Name	Crown & Anchor Hotel
Licence Number	LIQH400117418
Licence Type	Liquor – hotel license
Premises	189 Hunter St Newcastle 2300
Legislation	Part 9A of the Liquor Act 2007

## **Decision on remedial action for demerit points accumulated Ms Jacqueline Bourke, licensee of Crown & Anchor Hotel, Newcastle (LIQH400117418)**

On 7 November 2025, the Independent Liquor & Gaming Authority (the **Authority**) notified you of the remedial action it proposed to take for the demerit points accumulated by Ms Jacqueline Bourke, the licensee of Crown & Anchor Hotel, Newcastle (the **hotel**) under the *Liquor Act 2007* (the **Act**).

### **Our decision**

On 26 March 2026, following consideration of submissions received in response to the notification, we decided to take the following remedial action:

- **require** Ms Jacqueline Bourke to undergo advanced licensee training in accordance with section 144P of the Act by 27 May 2026.
- **impose** a RSA Training condition on the Hotel's licence in accordance with section 144T of the Act to be completed by 27 May 2026.

The conditions are set out in **Schedule 1** of this decision.

## Statement of reasons

### Background

On 7 October 2025, Liquor & Gaming NSW (**L&GNSW**) notified us that Ms Bourke, the licensee, had accumulated a total of two demerit points under Part 9A of the Act.

Ms Bourke accumulated two demerit points following the issue and enforcement of a penalty notice for the category 2 demerit offence, '*person related to licensed premises supply liquor to minor*' under section 117(2) of the Act on 8 September 2025.

In addition to the notification, L&GNSW provided a submission recommending that we take remedial action in response to the accumulation of demerit points.

On 7 November 2025, we notified you and all relevant parties as required under section 144Z(1) of the Act, that we proposed to take remedial action in response to the accumulation of demerit points and invited submissions in response.

### Submissions

Submissions were received from L&GNSW and the licensee. No submissions were received from Police, Council nor the business and premises owners. We have considered the submissions, which are detailed below.

*L&GNSW, dated 13 November 2025:*

- In light of the serious nature of the offence, L&GNSW supported the remedial action proposed by the Authority with respect to Ms Bourke, being advanced licensee training for Ms Bourke and RSA refresher training for all relevant staff.

*Licensee, Ms Bourke, dated 22 December 2025:*

In her submission, Ms Bourke acknowledged the seriousness of the incident involving the supply of alcohol to a minor. Ms Bourke stated that while she was not present at the time of the incident, she accepted responsibility as the licensee and acknowledged that the actions of her staff do not meet the standards required under the Act. Ms Bourke stated that:

- Immediate action was taken following the incident including dismissal of the staff member involved.
- Licensed security were rostered to commence at 10:00pm and Ms Bourke is of the understanding that they attended as scheduled.
- Ms Bourke has been licensee of the Hotel since 2015. The Hotel has no prior demerit points and maintains a consistent focus on compliance, responsible service of alcohol, and harm minimisation. The incident was an isolated failure rather than a systemic issue.
- Following the incident, internal procedures were reviewed and reinforced, including identification verification practices, staff supervision, escalation protocols, and incident reporting requirements. Additionally, the Hotel strengthened its governance framework through clearer internal controls, enhanced staff supervision, and strengthened escalation and reporting procedures.
- The Hotel supports the intent of the remedial actions proposed by the Authority and is willing to comply fully. To ensure effective and timely completion of the RSA refresher training condition, Ms Bourke requested that the Authority consider making the RSA refresher course available online for staff to complete.
- Additionally, Ms Bourke is seeking approval from the Authority to host in-house refresher training delivered by a former Liquor & Gaming NSW Inspector with extensive regulatory and compliance experience. Ms Bourke believes this approach would ensure high-quality, targeted training while achieving the objectives of the proposed remedial action.

Following the first round of submissions, it came to the Authority's attention that there were issues with RSA refresher training course availabilities. The Authority notified the licensee that instead it was proposed that individuals to complete the full RSA training course with an Approved Training Provider, and sought further submissions from the licensee on 6 February 2026.

Ms Bourke provided a submission on 16 February 2026 stating that she did not object to the proposed RSA training variation and would provide evidence of compliance with the condition within the required timeframe. Ms Bourke also agreed to complete the proposed advanced licensee training condition within the stipulated period.

### **Considerations under section 144ZA of the Act**

We have also considered the relevant factors identified in section 144ZA of the Act, and note in the original submission from L&GNSW dated 7 October 2025 that:

- there is no material to indicate that the Hotel's size and patron capacity hindered the licensee's ability to prevent the commission of the demerit offences.
- the licensee has no prior history of demerit offences, other than the offence described in the application.
- no complaints have been made in relation to the licensee. Regarding other compliance history, in the period from 2015 to 2023 five noise complaints had been made (all resulted in no further action, with L&GNSW taking the opportunity to remind the licensee of her obligations). A 2017 complaint regarding '*licensee permitting intoxication*' was unable to be substantiated and resulted in no further action. A disciplinary complaint alleging that the Hotel failed to pay an Electronic Gaming Machine (EGM) prize win of \$9,200 on 4 October 2022 is currently before the Authority.
- it does not appear that other action outside the remedial action as set out in the original L&GNSW notification is preferable.
- Ms Bourke has been the licensee of the venue since 10 December 2015.
- there had been no relevant changes to the business practices carried under the licence at the time of the application.
- there are no other matters prescribed by the regulation.

### **Our findings**

We are satisfied that:

- two demerit points have been accumulated by the licensee in a three-year period.
- the licensee committed the offence '*person related to licensed premises supply liquor to minor*' under section 117(2) of the Act.

Having considered the available material, we find that the licensee failed to comply with her obligations under the Act to ensure that liquor is not sold or supplied to persons under the age of 18.

We consider the offence to be serious and warrant an enforceable regulatory response by way of remedial action, to prevent any similar occurrence in future. Remedial action taken by the Authority is set out under the heading 'Our decision' of this document, as well as at Schedule 1.

**Note:** the Authority has considered the licensee's request for approval to host in-house refresher training delivered by a former L&GNSW Inspector. The Authority is unable to facilitate this request and advises that the licensee is responsible for arranging their staff to complete RSA training and it is at their discretion how this training is delivered, however the training must be provided by an approved training provider with an approved RTO provider code. A list of training approved training providers can be found at [Find a training provider | NSW Government](#).

### **The material we considered**

We considered all the material we received about the matter, including:

- notification of the accumulation of demerit points from L&GNSW, dated 7 October 2025.
- submission from L&GNSW, dated 11 November 2025.
- submission from the licensee, dated 22 December 2025.
- final submission from the licensee, dated 16 February 2026.

**If you are dissatisfied with this decision**

If a person who is notified of the decision is dissatisfied with this decision, they may apply to NSW Civil and Administrative Tribunal (NCAT) for a review.

An application for review must be made no later 21 days after being notified of the decision.

For more information, please contact the NCAT Registry at Level 10 John Maddison Tower, 86-90 Goulburn Street Sydney or visit the NCAT website.

This decision will be published on our website.

**If you have any questions**

Please contact the Office of ILGA at [office@ilga.nsw.gov.au](mailto:office@ilga.nsw.gov.au) if you have any questions.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jeff Loy', with a long, sweeping flourish extending upwards and to the right.

Jeff Loy

**Chair, Disciplinary Matters Committee**

**NSW Independent Liquor & Gaming Authority**

**Schedule 1 – Licence conditions to be imposed**  
**Crown & Anchor Hotel, Newcastle (LIQH400117418)**

No.	Condition to be imposed	Description
1.	Advanced licensee training condition	Ms Jacqueline Bourke to undergo advanced licensee training by 27 May 2026.
2.	RSA training condition	The Licensee and all staff, excluding staff who have completed RSA training since the prescribed offence occurred on 31 May 2025, to complete a responsible service of alcohol (RSA) training course conducted by an approved Registered Training Organisation (RTO) and provide evidence to the Authority by 27 May 2026.