

PLAN OF MANAGEMENT



NORTHERN BEACHES BUSINESS PARK,
CROMER NSW

PART 1 - Purpose

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The purpose of this plan is to outline the operations of the existing facility and the service of alcohol at the venue, while also assessing its impact on surrounding developments and land uses. Of principal importance is ensuring compliance with the following:

- a. Adhering to the conditions of any development consent issued and amended by the Council regarding the premises.
- b. Ensuring that customers behave in an orderly manner while at the venue and upon leaving its immediate vicinity, thereby preventing any adverse impact on the amenity of the area, neighbouring businesses, and residents.
- c. always Implementing and maintaining safety practices to ensure the well-being of players using the facilities.

PART 2 – Primary purpose of the business

Padel is a racquet sport that combines elements of tennis, squash, and badminton. It is exclusively played in doubles and can be enjoyed both indoors and outdoors. The sport is rapidly growing worldwide, with over 10 million players across 60 countries, particularly in Spain, Argentina, Italy, France, and Sweden. In the UK, participation reached over 3,000 players last year, with new clubs opening nationwide.

Padel is now gaining popularity in Australia, where several outdoor clubs have been established across different states. The sport is officially recognized by the Australian Tennis Federation. This centre, located in the Northern Beaches, is the second Indoor Padel Australia facility and features four indoor courts.

The key advantage of an indoor Padel centre is that it allows play year-round, avoiding disruptions caused by wet weather in winter or extreme heat in summer.

Padel is a highly social and inclusive sport that is easy to learn, enabling players to engage in longer rallies from day one while offering a challenging development path for those striving to become experts. The game appeals to a wide range of age groups, as it allows players to utilize the glass walls strategically, reducing the need for constant physical movement.

The sport is growing in visibility in Australia, attracting both local players and an enthusiastic international community familiar with Padel and seeking an indoor venue in Sydney for play and social interaction. Additionally, the sport is well-suited for students, and we intend to collaborate with local schools interested in offering a new and competitive sporting opportunity to their students.

For more information about Padel, refer to the following links:

- <https://www.youtube.com/watch?v=UCmUO31QhYc>
- <https://www.commercialrealestate.com.au/news/new-sport-padel-looking-to-grow-in-australia-once-overseas-borders-open-2-1001804/>
- <https://www.mirror.co.uk/sport/tennis/what-padel-worlds-fastest-growing-18336145>
- <https://www.statista.com/chart/18041/growth-of-padel-around-the-world>
o <https://www.youtube.com/watch?v=UCmUO31QhYc>

The demographics of indoor Padel players indicate that over 75% are between their late 30s and early 50s. This reflects on one hand, a price point that may not be immediately accessible to younger players and, on the other hand, the sport's appeal to former tennis players and individuals seeking an active lifestyle combined with social interaction and competition. This trend is consistent with experiences in other regions, where Padel's main demographic comprises both men and women aged 35-54 (see *Evolution of Padel in Spain According to Practitioners' Gender and Age* by Bernardino Javier Sánchez-Alcaraz Martínez et al., Universidad Murcia).

PART 3 – Trading Hours

- **Monday to Sunday including Public Holidays:** 6:00 AM – 10:00 PM

LIQUOR TRADING HOURS

- **Monday to Friday:** 4:00 PM – 10:00 PM
- **Saturday and Sunday:** 10:00 AM – 10:00 PM

Outside of these hours, the facility will be unmanned. Players will access the courts using a code, and the court lights will be integrated with the booking system (lights on = active booking, lights off = booking ended). No alcohol will be sold during these periods. Only water and non-alcoholic beverages will be available for purchase from a vending machine, and toilet facilities will remain accessible to players.

PART 4 – Amenity of neighbourhood

At all times management shall consider the amenity of the neighbours and adjoining businesses and take all reasonable measures to ensure that impacts to the surrounding area do not occur. Management will take all reasonable measures to ensure that the behaviour of the players and other people present in the facility does not detrimentally affect the amenity of the neighbourhood.

The premises and operations will be conducted in such a manner so as not interfere with or materially affect the amenity of the neighbourhood by reason of noise, vibration or any other elements that could negatively affect the surroundings

This facility is located in close proximity to several similar businesses, including a gym, an indoor golf centre, a bouncing centre, and a swimming school.

PART 5 - Noise

The premises are at all times to be operated in accordance with any noise conditions imposed by Council or the relevant licencing authority from time to time as well as the recommendations of an acoustic assessment. No loudspeakers or music will be played at the premises.

PART 6 – Safety and Security

The security and safety of the users of the space are valued by management.

The licensee shall install and maintain digital video surveillance cameras and recorders (CCTV) to monitor and record all entrances and exits, and the principal public areas of the premises (excluding toilets) whenever the premises are open for business. The time and date must be automatically recorded on all video tapes, discs etc when they are recording. All tapes, discs etc. are to be kept for a period of 30 days before they can be reused or destroyed. Copies of tapes, discs etc. are to be handled to Police or Special Inspectors upon request. Potential cash at any given time will be less than 500 AUD.

The CCTV will also serve safety purposes. To ensure players safety during PADEL games this system will allow to control good practises given nature of activity. First aid boxes will be available a in place in case someone injures themselves.

Beside emergency exits in each side of the venue and an emergency plan displayed on the wall, the premise also has an

Automatic Fire Suppression System (Sprinklers),

Smoke detection system and

Emergency Warning and Intercommunication System (EWIS): system providing Alert and Evacuation tones within the tenancy.

FIRE SAFETY DOOR
DO NOT OBSTRUCT



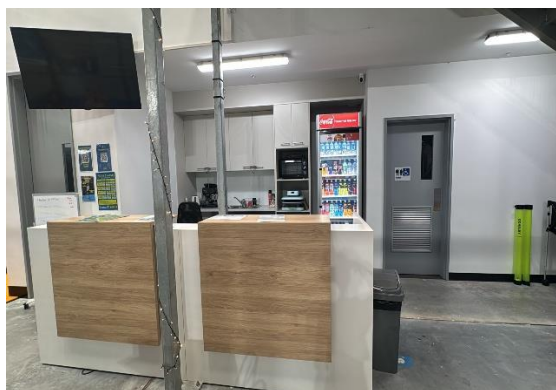
PART 7 – Service of Liquor

Since Padel is a doubles game, players often like to relax and socialize after their matches. The objective of serving liquor is to cater to this demand, typically with one beer per player during the 15-20 minutes of post-game conversation. Free drinking water will always be available, and food will be provided whenever alcohol is served. The capacity of the licensed area will be 16 patrons.

As the primary function of Indoor Padel is renting courts for players to engage in the sport, an **On-Premises Licence** from Liquor & Gaming NSW is being pursued.

Liquor will be served in an indoor area of the premises, as well as in a designated outdoor area that is yet to be assembled, as marked in the provided drawings. These licensed indoor and outdoor areas will include tables and chairs, be enclosed by a low fence.

Indoor Licensed Area: The indoor licensed area is defined by the yellow carpet, which helps frame the space. Additional fittings, including a low fence and furniture, will be added as per the plans to further define the area.





A locked refrigerator will be available for the sale of sports drinks and bottled water. Liquor will only be served in closed receptacles, such as beer bottles or cans, which will be stored in this locked refrigerator. Additionally, all liquor stock will be securely kept in a locked storage room, as indicated in the plans.



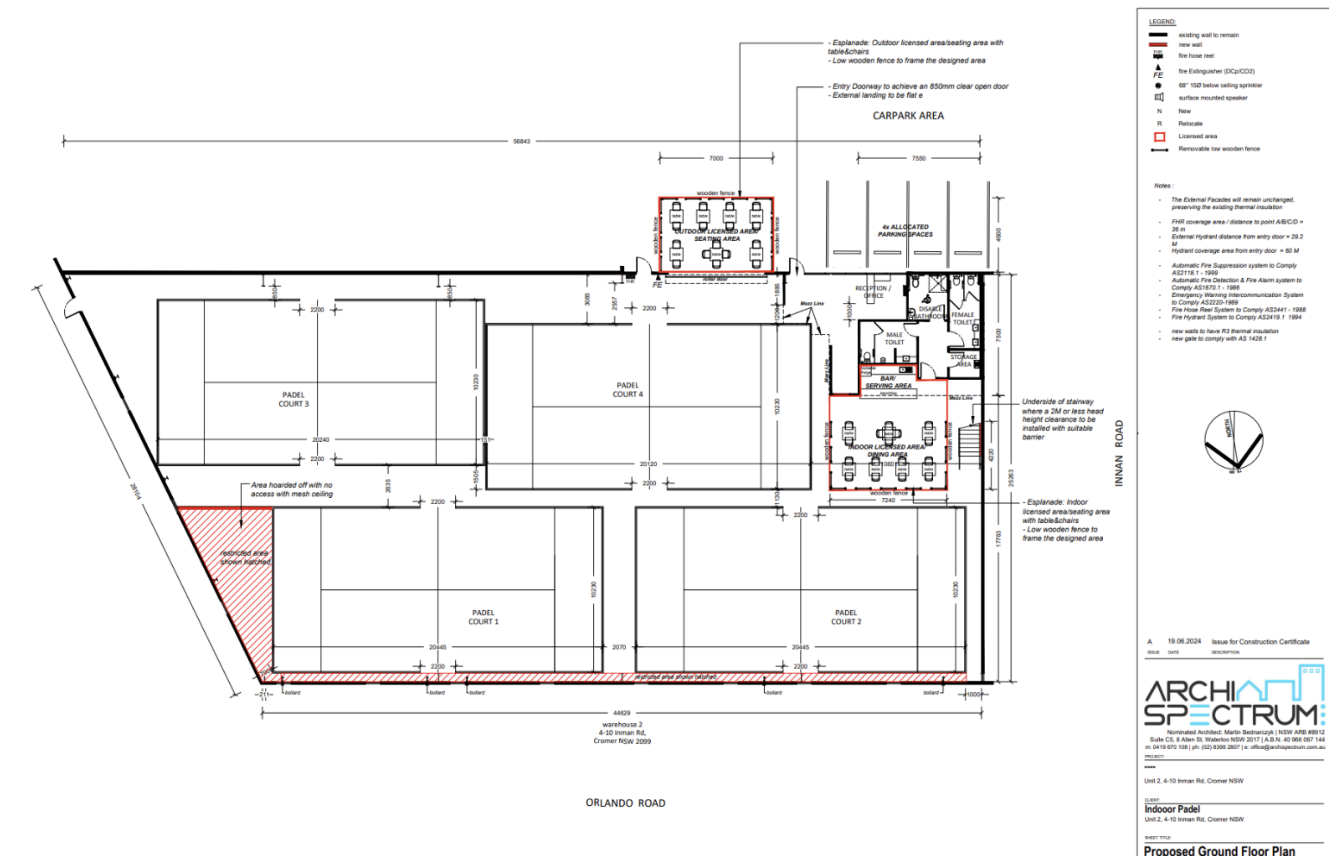
The outdoor licensed area will be situated under an awning covering approximately 32 m² (as shown in the reference photo of an identical space already established within the same business park).



Liquor would be sold by the staff on the premises during the hours when the location is manned (4-10pm on weekdays, 10 am to 10 pm on weekends). The staff on site would receive the verbal request from the customers, unlock the refrigerator, handover the liquor and charge the beverages using the onsite payment system (Square).

Alcohol will only be consumed in the well-defined area where the tables are. No alcohol is to be consumed in the Padel courts areas or in the shop/bathroom's areas.

Liquor will only be served on the Licensed area outlined in red (as per the plans submitted to Liquor and Gambling NSW) – with fully permitted staff in the premise – at the times where the club is manned (see point 3 above). BYO will not be acceptable.



1- Preventing Intoxication

At present, staff includes the full-time manager, receptionist and 2 coaches – plus the two owner-directors. All these staff members plus any other new recruits will have the Responsible Service of Alcohol training and certification to keep their competency cards updated as well as internal staff meetings will happen to address any matters related with Service of Liquor.

We will also prevent underage drinking - compulsory ID checks for everyone looking under 25, check authenticity of identification provided - we would only accept forms of identification recognised by NSM Liquor laws and apply rules to look for any fake evidence of age documentation.

Acceptable evidence of age documents in NSW are:

- a driver or rider licence issued by an Australian State or Territory or any foreign country
- Australian passport or a foreign passport
- NSW Photo Card issued by Roads and Maritime Services (RMS) NSW
- proof of age card issued by a public authority of the Commonwealth or of another Australian state or territory for the purpose of attesting to a person's identity and age
- Keypass (over 18) identity card issued by Australia Post.
- Australia Post digital ID

We will Commit to RSA list of drinks limits and place signage with the Australian Government standard drinks guide to assist staff in keeping record of how much alcohol they are serving in compliance with RSA rules.

In Australia, a “standard drink” is any drink containing 10 grams of pure alcohol, regardless of the container size or type of alcohol.

All cans, bottles, and casks of liquor sold in Australia must state the number of standard drinks they contain and the percentage of alcohol on the container.

Always check the bottles and cans labels to keep track of the alcohol being served.



One Standard Drink =

425 mL Light beer (2.7% alc/vol)
375 mL Mid strength beer (3.5% alc/vol)
285 mL Full strength beer (4.9% alc/vol)
285 mL Regular cider (4.9% alc/vol)
100 mL Sparkling wine (13% alc/vol)
100 mL Wine (13% alc/vol)
60 mL Fortified wine e.g. sherry, port (20% alc/vol)
30 mL Spirits e.g. vodka, gin, rum, whiskey (40% alc/vol)

We will also keep vigilant while monitoring patrons’ behaviour and we will have staff around placing water on the tables to reduce alcohol consumption.

Snacks will also be available to purchase and will be suggested to costumers while consuming alcoholic drinks.

2 - Harm minimisation Guidelines

a) Intoxication Assessment

Staff will look for one or more of the signs below. Please note that a person's medical condition or disability may mimic the signs of intoxication. You must have a reasonable belief that alcohol has caused a customer to become intoxicated prior to refusing service, in order to prevent a claim of discrimination based on the person's disability.

Examples of Signs of Intoxication:

- speech – the person is slurring words, talking in rambling or unintelligible sentences, incoherent or muddled speech.
- balance – the person is unsteady on their feet, is stumbling or bumping into people or objects, is swaying uncontrollably or cannot stand or walk straight.
- coordination – the person may be (for example) having difficulty in counting money or paying, may be spilling, or dropping drinks or having difficulty in opening or closing doors.
- behaviour – the person is rude, aggressive, or offensive, is unable to concentrate or follow instructions, is boisterous or is pestering other patrons.

Staff will actively watch out for erratic drinking patterns and take appropriate action to encourage responsible drinking. This includes behaviour like

- mixing a wide range of drink types
- drinking quickly and asking for more immediately
- ordering more than one drink for own consumption
- mixing alcohol with prescription or illicit drugs
- ordering 'triple shots' or extra-large drinks, or
- ordering multiple samples or large samples.

b) Refusal of Service and Banning

If the customer is showing signs of intoxication like some of the above, staff will follow all the RSA training and refuse service:

1. Refuse service,
2. ask the person to leave, and
3. if the person refuses to leave, contact police for assistance in removing the person from the premises.

Refusal of Service Guidelines:

1- Approach the customer that appears to be intoxicated as soon as possible:

- using open and non-aggressive body language
- using a number of strategies to diffuse a situation, such as taking the person away from an audience or blaming the refusal on the 'law'
- monitoring the reactions of other customers
- picking up on early warning signs and intervening before the person is intoxicated

- not using physical touch
- remaining calm and using tactful verbal language, and
- Taxi phone number are made available in signage, as well explanations on closest public transport options and the exact location for Uber drivers to aid customers who have been refused service,

Uber: 13 82 37

Bus: 178, 179, 649N, 680N, 684N.

- Non-alcoholic alternatives such as coffee, water or soft drink, plus snacks are to be made available immediately if any customer shows signs of intoxication.

Range of Snacks available at the kiosk and vending machine:

Chips,
Sweet potato chips,
Chocolates,
Popcorns,
Nuts,
Energy Bars
Muffins, cookies, croissants

2 – Staff will approach the customer about their intoxication level, explaining that Indoor Padel is legally not allowed to supply them any more alcohol

- Staff will state the law that is applicable and refer to any signage to assist
- Will apologise to them and be understanding
- ask the intoxicated customer to leave the premises.
- If needed notify the manager or security, who can ask the person to leave and notify other bar staff that service has been refused to the person
- if the intoxicated customer refuses to leave the premises contact or attempted to contact to the NSW Police for assistance in removing the person if required
- let them know that they are welcome another night and that you will serve them then, however you are not legally allowed to sell them any more liquor at the moment.

Staff will also communicate with the rest of the team if service was refused to someone to make sure that

they leave the premises and vicinity immediately

stay at least 50 metres away
not re-enter or remain in the vicinity for 6 hours
not re-enter the premises for 24 hours.

Incident Register

Indoor Padel will keep an incident register to report and to keep record of any episodes of violence and anti-social behaviour, or that results in someone being refused entry or asked to leave, or in case someone is needing medical assistance or if the incident includes possession or use of drugs on the licensed premises.

If someone has been refused service and asked to leave twice, this customer will be refused access to the Indoor Padel facility for one month. If it happens a third time, this customer will be banned from Indoor Padel permanently, other licenced venues within Sydney Corporate Park will be formally advised, and Indoor Padel will seek a formal banning of this person.

PART 8 – Capacity

Management will comply with any patron capacity that may be specified in any development from time to time. Management will ensure that adequate measures are in place to ensure that that number is not exceeded. There is a single entrance and exit point used by customers and a one-time password will be used by each person to enter the passenger door.

Our business plan is based on an 80% utilisation on peak times 6pm-9pm everyday where we expect 12-16 people in, and, off peak 10% utilisation, which would be 4-8 players.

PART 9 - Traffic

There are buses and train services within walking distance.
Our website will display all the information needed to assist members with the available methods of public transport in the area.

We will have 10 parking bays allocated to the premises for members driving their cars. Consequently, we trust that there will be no issue with parking, as our peak demand slots don't collide with business hours. Therefore, beside using our private parking our customers can also use street parking (pay and display) located on Michael Dann Avenue just 4 minutes walking distance from Indoor Padel premises.

During the day, the off-peak period, we reckon that our private parking will be enough for all the users, as we are not expecting to reach our full capacity. Our potential client's profile is mostly people that work full-time.

Furthermore, our target during business hours are mostly the local schools that would transport the students in a school bus and, therefore, requiring just one or two parking bays.

PART 10 – Staff Numbers

This Indoor Padel tennis centre will have an online booking system, automatic doors, automatic lighting system, surveillance security system to allow our customers to play independently. The Indoor Padel centre will be manned only 45 hours per week (see PART 3). The staff will include

Full-time club manager (Director/Owner)

Part-time receptionists that cover staffed hours – and may also work together with the Manager in specific times

coach/sports program organiser who is on premise 38 hrs/week

casual coaches, per hour basis, giving him the opportunity to generate their own business during the off-peak period.

Management will ensure that adequate numbers of staff are employed at the venue to ensure compliance with this Plan of Management and according to the business needs, e.g., potential shift times to optimize the service provided to clients.

There will always be staff with a Responsible Service of Alcohol (RSA) training at the venue during manned hours – if for some reason staff on site does not have that adequate training, any alcohol will remain locked and will not be served.

PART 11 – Waste Management

Any waste will only be collected during any hours approved of by Council. If no hours are specified, then the waste removal will be during reasonable hours and so as to minimize the likelihood of disturbance to neighbours.

The premises will have specific waste areas to both general and recycling waste and small trash bins will be placed in strategic points so that the users of the space can help maintaining the site clean.

PART 12 – Cleaning

Management will ensure that the venue is cleaned daily. As far as practicable, management will keep the venue in a clean and tidy manner throughout trading hours.

PART 13 – Insurance

Indoor Padel Pty Lt will subscribe Public Liability and Professional Indemnity insurances.

PART 14 – Complaint Resolution

Management will deal with any complaints received in a sympathetic manner and fully address any reasonable concerns of persons in the area or other third parties without the involvement of the Council or the Police.

Where reasonable, management will meet with any complainants and endeavour to fully address any reasonable concerns that are raised. The management will keep record of all complaints.

PART 15 – Other Late-Trading Premises

The premises are in a corporate business park. There are other licenced facilities within the business park which have approval to trade on an evening including Precision Golf operating until 10 pm everyday.