



OPERATIONAL PLAN OF
MANAGEMENT

INTRODUCTION

This Operational Plan of Management has been prepared with view to ensuring Pittwater RSL Club adopts practices which minimise crime risk, reduce anti-social behaviour and minimises loitering and noise.

The plan aims to address the following:

1. Risk Management
2. Acoustic impact of the Club on the nearby neighbourhood
3. Noise Control
4. The installation, design and ongoing maintenance of the Club's closed circuit television (CCTV)
5. Security supervision of the premises including but not limited to the quiet and good order dispersal of patrons
6. Complaints handling program
7. Security patrols of the Club's external perimeter
8. Carpark egress, supervision and security
9. The installation and maintenance of signage advising patrons to maintain the quiet and good order of the neighbourhood
10. Training of staff relative to the responsible service of alcohol, conflict resolution and first aid
11. Alternative Transport
12. Waste Disposal

Pittwater RSL Club is committed to the safety and security of patrons and workers, the reduction of crime, and the maintenance of the quiet and good order of the neighbourhood.

Jason Manning
Chief Executive Officer

CLUB INFORMATION

License Details

Club License – License No. - **LIQC300229564**

Start Date – 6 December, 1961

Hours of Operation – Main Club

MON-SUN: 10am - 3am

Rooftop Terrace – *(Subject to Northern Beaches Council Development Approval)*

FRI-SAT: 11am – 11pm

SUNDAY: 2.30pm – 11pm

SPECIAL EVENTS: *(i.e Calendar Events inc. Melbourne Cup Day, Anzac Day):* 11am – 9.30pm

1. Risk Management

Pittwater RSL Club retains a licensed Security Consultant to independently audit the club's security risk management program, work, health and safety program, and company compliance program and regularly reports to the Board of Directors on such findings.

This service is provided by JSF Consulting Pty Ltd (76136071175)

JSF Consulting Pty Ltd are the holders of a NSW Security Master License in accordance with the Security Industry Act 1997. Master License No. 000105250.

Jason Fullerton is our independent licensed security consultant NSW Security Operative Licence No. 000204393, and holds an Advanced Diploma in Security Risk Management and a Diploma in Work Health and Safety.

2. Acoustic impact of the Club on the nearby neighbourhood

Pittwater RSL Club will ensure at all times the L A10 noise level emitted from the premises will not exceed the ambient background noise level (L A90) in any octave band centre frequency (31.5Hz to 8KHz inclusive) by more than 5dB at the boundary of the Registered Club.

3. Noise Control – Rooftop Terrace - *(Subject to Northern Beaches Council Development Approval)*

Pittwater RSL Club will ensure:

- Patrons will be requested to vacate the rooftop terrace and doors will be secured prior to the expiry of proposed trading hours detailed for **'Rooftop Terrace'**.
- No public broadcast system will be installed on the outdoor terrace, for the broadcasting of Club announcements.
- Any live music performer shall be orientated away from the Mona Vale Road residences and no closer than 3.0m from the newly erected acoustic barrier.
- Management will monitor and control sound levels with a sound system limiter with noise not to exceed 75dB no more than 1.0m from audio speakers.

4. The installation, design and ongoing maintenance of the Club's closed circuit television (CCTV) system

Pittwater RSL Club currently operates a comprehensive closed circuit television system.

There is currently a minimum total of one hundred and sixty cameras maintained and operating at all times. These cameras are attached to digital video recorders and record a minimum of six (6) frames per second.

This allows for continuity of supervision throughout the entire public area of the Club including all public indoor and the rooftop terrace area.

In addition to this these cameras monitor all public accessible areas around the perimeter of the Club. This includes each public external entrance and exit egress.

All video recordings will be maintained digitally and whilst a minimum standard of thirty (30) days archiving will take place it is anticipated the system may allow for up to forty two (42) days of archiving.

The system will be attached to an existing uninterrupted power supply with six (6) KVA Capacity.

The system will be maintained internally with daily inspections conducted to ensure continuity of recording.

Where continuity of recording is interrupted and unable to be rectified Pittwater RSL Club will engage a licensed electronic security maintenance company to service the equipment.

Where recording is interrupted for a period excess of one (1) hour, management will contact Mona Vale Police Station and notify them of the recording interruption.

Each Customer Service Manager has the capacity to review closed circuit television recordings and provide access to NSW Police or Regulatory Officers upon request.

All recordings have the capacity to be reproduced on USB disk drive or DVD within twenty four hours of request by NSW Police or Regulatory Officers.

5. Security supervision of the premises including but not limited to the quiet and good order dispersal of patrons

Pittwater RSL Club engages contract security providers to assist with the supervision of the quiet and good order of the Club.

At the time of this plan Exact Security Pty Ltd (ABN: 59145614599) are contracted to Pittwater RSL Club.

Exact Security Pty Ltd are the holders of a NSW Security Master License in accordance with the Security Industry Act 1997. Master License No. 410350353.

Licensed security guards supervise Pittwater RSL Club each day between 6pm and 3am.

In addition security guards will supervise the quiet and good order and patrol the rooftop terrace continuously whilst the area is trading.

(a) Pittwater RSL Club Door/Concierge Procedures

The Registered Clubs Act governs the right of entry to patrons into the Club.

Patrons who attend our Club qualify for entry as either a member, guest of a member or temporary member.

A definition of each is as follows:

- Member – A person who has had their membership approved by the Board of Directors and is financial for the current year.
- Guest of a member – A person who attends the Club as a guest of a financial member and who will remain in the immediate presence of that financial member for the duration of their visit.
- Temporary member – A person can qualify for temporary membership when you are satisfied they reside outside the 5 kilometre radius, or are a member of an affiliated Club (Community Club), or are participating in an organised sporting event ie Lawn Bowls.

The following procedures should be followed to ensure we comply with the entry provisions of the Registered Clubs Act.

Door / Concierge Staff should:

- Welcome members and guests ensuring they are referred to as 'sir' or 'madam'.
- Assess members and guests as to their right to entry by:
 - (i) Member – Current Membership Card
 - (ii) Guest of a Member - In the immediate presence of a Member
 - (iii) Temporary Member – Member of an affiliated Club, participating in a formal organised sporting event, or resides outside the five (5) km radius as detailed on the map displayed at each principal entrance.
- Ensure persons qualifying as a member's guest will remain in the presence of a member for the duration they remain in the Club.

- Ensure persons qualifying as a member's guest either have their driver's license scanned into the Clubs electronic guest of a member register or complete the guest of a member register ensuring the register is endorsed with the full name of the guest, their residential address, and the accompanying member signs the register.
- Ensure persons qualifying as a temporary member produce evidence that they are a member of an affiliated Club ie. current membership card, participating in an organised sporting event, or reside outside the five (5) kilometre radius ie. Drivers License.
- Ensure persons qualifying as a temporary member either have their driver's license scanned into the Clubs electronic temporary members register or complete the temporary members register ensuring the register is endorsed with the full name of the temporary member, residential address and signature.
- If any person is entering the premises and are unable to qualify for entry, politely deny entry, and offer full membership up-selling the facilities of the Club.
- Inspect identification of all persons suspected of being under the age of eighteen years. Acceptable identification must be either:
 - (i) Current Drivers License
 - (ii) Current Australian Passport
 - (iii) Current Proof of Age Card

- Assess members and guests entering the Club as to their sobriety.
- If member or guest is entering the premises and appears intoxicated, politely deny entry. In the event the member or guest debates the denial of entry notify Security or in their absence a Customer Service Manager.
- Assess members and guests in accordance with current Club 'dress regulations'.
- If member or guest is entering the premises and does not comply with dress regulations, politely deny entry and explain. In the event the member or guest debates the denial of entry notify Security or in their absence a Customer Service Manager.
- Ensure the reception door area is free of hazard, and all hazards are isolated or removed at the first opportunity.
- Assist members and guests leaving the Club and offer alternate transport services such as Courtesy Bus.
- Assist handicapped and elderly members or guests ensuring continuity of their entry and passage to their desired location within the Club.
- Carry and maintain an entertainment and promotion schedule allowing prompt advice to members and guests.
- Assess members or guests leaving the Club for any possible impact on the quiet and good order of the neighbourhood.
- Any instance where members or guests are identified as a potential threat to the quiet and good order of the neighbourhood should be notified to Security or in their absence a Customer Service Manager.

Security should:

- Assume role of door / concierge in the absence of a door / concierge staff member.
- Upon the request of a door / concierge staff member attend the reception area immediately.
- In the event a member or guest is debating the assessment for entry by a door / concierge staff member, consult with the staff member regarding their assessment.

- Notify Customer Service Manager of your intention to request a member or guest to leave.
- Inform member or guest of the reason they are being asked to leave.
- If intoxicated, offer alternate transport services. ie. Taxi or Rideshare etc.
- If a member or guest fails to comply with request, and there is no immediate threat, caution regarding provisions of 'fail to quit' and subsequent \$550.00 fine.
- Call police and request to attend.
- Any instance where members or guests are identified as a potential threat to the quiet and good order of the neighbourhood, security should notify police and attempt to supervise as far as practicable the exit of those members or guests.
- Only physically evict or restrain a member or guest when there is an immediate threat and no other means available to ensure the immediate safety of any one of the following: -
 1. Staff member;
 2. Member or guest;
 3. The Clubs assets;
 4. Themselves.
- Use appropriate 'non-armed combat' techniques to effect the eviction. ie. wrist locks.
- Use only as much force as is reasonably necessary to effect the eviction.
- Submit incident report to the Service Manager prior to end of shift.
- All Security Officers involved to record details of incident in official notebook.
- Should there be serious behavioural breaches by a member they should be notified of citation arrangements.

Customer Service Managers should:

- Ensure operating procedures are adhered to.
- Conduct regular audits of registers ensuring procedures are adhered to.
- Assume role of Security when not on premises.

(b) Pittwater RSL Club Responsible Service of Alcohol Procedures

Pittwater RSL Club is committed to having a strong model of intervention when it comes to the Responsible Service of Alcohol. These procedures demonstrate the manner Pittwater RSL Club upholds its commitment to our Responsible Service of Alcohol Policy.

The following Standard Operating Procedures are to be followed by all staff to ensure a consistent approach to intervention.

Staff should:

- Assess members and guests as to their sobriety.
- Persons showing signs of intoxication are to be immediately notified to Security or in their absence a Customer Service Manager.
- Deny service until Security or Customer Service Manager is present.

Reception Staff should:

- Assess members and guests entering the Club as to their sobriety.

- If member or guest is entering the premises, politely deny entry to the member or guest if they fall within these provisions and notify Security or in their absence a Customer Service Manager.

Security should:

- Upon the request of a staff member attend the area of concern immediately.
- Consult with staff member regarding their assessment.
- Notify Customer Service Manager of your intention to request a member or guest to leave.
- Attempt to request a member or guest to leave in the Club's foyer.
- Inform member or guest of the reason they are being asked to leave.
- If intoxicated, offer alternate transport services. ie. Taxi, Rideshare etc.
- If a member or guest fails to comply with request, and there is no immediate threat, caution regarding provisions of 'fail to quit' and subsequent \$550.00 fine.
- Call police and request to attend.
- Any instance where members or guests are identified as a potential threat to the quiet and good order of the neighbourhood, security should notify police and attempt to supervise as far as practicable the exit of those members or guests.
- Only physically evict or restrain an intoxicated member or guest when there is an immediate threat and no other means available to ensure the immediate safety of any one of the following: -
 1. Staff member;
 2. Member or guest;
 3. The Clubs assets;
 4. Themselves.
- Use appropriate 'non-armed combat' techniques to effect the eviction. ie. wrist locks.
- Use only as much force as is reasonably necessary to effect the eviction.
- Submit incident report to the Service Manager prior to end of shift.
- All Security Officers involved to record details of incident in official notebook.
- Should there be serious breaches of these provisions, member should be notified of citation arrangements.

Customer Service Managers should:

- Supervise Security requesting a member or guest to leave.
- Ensure operating procedures are adhered to.
- Assume role of Security when not on premises.
- Record details of all ATL's and Evictions in Daily Shift Report.

Service Manager should:

- Conduct regular audits of compliance with Standard Operating Procedures.
- Assess all incident reports and investigate serious breaches of these provisions.
- Ensure guests involved in serious breaches of these provisions are recorded as an unwelcome guest.
- Ensure members involved in serious breaches of these provisions are recommended for disciplinary action in accordance with the Clubs constitution.

6. Complaints Handling Program

Pittwater RSL Club is committed to the safety and well being of our customers and the quiet and good order of our surrounding neighbourhood.

Subsequently we aim to ensure that we foster good relationships with the nearby community and create an environment whereby they can disclose issues which have the capacity to impact on their safety and well being and ongoing quiet and good order.

All complaints should be handled with the utmost confidence and where possible action taken to mitigate any risk associated with such issues.

In order to ensure this the following details the steps which, should be taken when receiving any complaint.

Staff should:

- Refer all complaints from any person to the Customer Service Manager in the first instance.
- Not disclose the nature of the complaint to any other person.
- Not disclose the identity of a complainant to any other person.
- Should you be unsatisfied with the response of a Customer Service Manager you should contact the Service Manager.

Customer Service Managers should:

- Investigate all complaints and/or problems disclosed to them by any person.
- Consult with the person concerned.
- Attempt where possible to rectify the complaint or problem disclosed to them.
- Protect all disclosures made by complainants where possible.
- Disclose any complaint or problem unable to be rectified to the Service Manager.
- Complete a report detailing the circumstances of the complaint, the name of the complainant and contact number and submit to the Chief Executive Officer.
- Enter details of complaint in the complaints register.

Service Manager should:

- Investigate any complaint and/or problem disclosed to them by a Customer Service Manager which was unable to be rectified.
- Attempt where possible to rectify the complaint or problem disclosed to them.
- Disclose any complaint or problem unable to be rectified to the Chief Executive Officer.
- Complete a report detailing the circumstances of your investigation to the Chief Executive Officer.

Chief Executive Officer should:

- Assess all complaints and/or problems unable to be rectified.
- Contact the complainant and inform them of the Club's position regarding their complaint.
- Table all unresolved complaints to the Club's Board of Directors at the next scheduled Board Meeting.

- Maintain a register of all complaints received at the Club.

7. Security patrols of the Clubs external perimeter and outdoor areas

Each day during trading hours at intervals not exceeding sixty (60) minutes;

Security should:

- Supervise the exit and entry of patrons ensuring:
 - The safety of patrons;
 - The safety of staff;
 - The quiet and good order of the neighbourhood is maintained.
- Conduct perimeter patrols and inspections of all internal and external public areas of the Club.
- Report any adverse incidents to the Customer Service Manager.

Customer Service Managers / Supervisors should:

- Ensure security are adhering to operating procedures;
- Conduct regular audits of external security operations;
- Delegate the responsibility of security in their absence;
- Report any adverse incidents to the Service Manager.

8. Carpark egress, supervision and security

The Clubs carpark entry and exit egresses are currently supervised by closed circuit television.

Existing closed circuit television has the capacity to identify vehicles entering and exiting the carpark, pedestrian egress to and from the carpark, and pedestrian and vehicle activity between the carpark and the Club entrance.

The carpark shall have sufficient lighting in place which will assist the safe egress for patrons and be at a standard where any adverse or criminal activity can be identified through existing closed circuit television.

Inspections will be conducted daily of the lighting in the carpark to ensure its operational readiness.

After 6.00pm each day during trading hours at intervals not exceeding sixty (60) minutes;

Security should undertake a foot patrol of the Club's carpark and ensure:

- The safety of patrons;
- The safety of staff;
- The quiet and good order of the neighbourhood is maintained.

9. The installation and maintenance of signage advising patrons to maintain the quiet and good order of the neighbourhood

The Club will ensure a sign is maintained outside the principal entrance of the Club which states the following:

'Patrons are reminded that whilst leaving the Club they should refrain from behaviour which may impact on the quiet and good order of the neighbourhood. The Club maintains comprehensive closed circuit television and should the Club receive any report of anti-social behaviour within the vicinity of the Club police will be notified.'

Additionally the Club will ensure a sign is maintained in each public outdoor area which states the following:

'Pittwater RSL Club is committed to the quiet and good order of the neighbourhood and respectfully request patrons minimise noise as much as possible whilst remaining in this area. Failure to do so may result in you being requested to leave the Club.'

10. Training of staff in relation to the responsible service of alcohol, and first aid

a) **Responsible Service of Alcohol**

Liquor Regulation 2008

Regulation 40

(2) The licensee of licensed premises must not cause or permit a staff member to sell, supply or serve liquor by retail on the premises unless the staff member holds a recognised RSA certificate.

Maximum penalty: 50 penalty units.

Pittwater RSL Club is compelled by and complies with Regulation 40 that all staff engaged in the sale or supply of liquor hold current certification.

Pittwater RSL Club may from time to time require staff to participate in refresher training in Responsible Service of Alcohol.

b) **First Aid**

Trained first aiders are available at the Club throughout all hours of trade.

Additionally, as a requirement of the Security Industry Act, all licensed security also maintain current first aid certification.

The Club maintains first aid kits strategically throughout the Club.

11. Alternative Transport

The club is well serviced by local taxi companies, and ride share services.

Our concierge employees assist customers to summon taxis and ride share services, and customers are encouraged to remain in the comfort of our reception area, pending their arrival. Adequate seating is provided for this.

Management continues to foster strong relationships with taxi providers, ride share companies, and public transport representatives, to ensure the continuity of safety for our customers to their homes upon departure, and ensuring the quiet and good order of the neighbourhood.

12. Waste Disposal

Waste and recyclable materials generated by the provision of the Clubs facilities to its members and their guests will be disposed of in accordance with current standards and ensure that such management of waste does not pose a threat to public health or the environment.

This includes undertaking regular inspections of all areas including outdoor smoking terraces and ensuring tobacco waste products are disposed of regularly.

DOCUMENT CONTROL

REVIEW NO.	1	2	3	4	5	6	7	8	9
INITIALS	J.Fullerton								
DATE	17/09/2021								