



Operations Plan of Management New Warringah Golf Club Clubhouse



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1. Purpose and Overview

The purpose of the Plan of Management is to establish performance criteria for the overall operation of Warringah Golf Club Clubhouse at 433 Pittwater Road North Manly.

The clubhouse will be a combination of ancillary services including golf course administration, amenities, pro-shop/workshop, foyer, back of house and meeting rooms together with café / restaurant facilities.

The principal purpose of the Café/Restaurant will be the preparation and serving of food and drink to people for consumption on the premises, whether or not liquor. Take away meals and drinks may also be provided for golfers generally to take on the course .

Particular emphasis has been placed on criteria regarding monitoring of these areas and the departure of patrons from the premises in order to maintain the quiet and good order of the neighborhood.

This plan is divided into the following sections:

1. Purpose
2. Café/Restaurant Operation Arrangement
3. Hours of operation
4. Amenity of neighborhood
5. Noise
6. Behavior of patrons and responsible service of alcohol
7. Deliveries and waste removal and management
8. Maintenance
9. Removal of liquor
10. House policy
11. Staff
12. Patron capacity
13. Security and After hours
14. Amendment to this plan

2. Café / Restaurant Operation Arrangement.

The Café/Restaurant will operate 7 days a week as a wholly embedded element of the Golf Club and will be operated and managed by the Golf Club. The Café/ Restaurant will not operate independently and will not be permitted to advertise services as a separate business. Advertising of the Café/Restaurant will only be permitted in conjunction with the golf club.

A full-time chef will be employed or contracted with the addition of a blend of full-time, part-time, and casual staff employed directly by the Golf Club or as a part of a caterer contract. Staff numbers will vary dependent and on whether the operation is day to day or whether this is supplemented by particular functions.

The café/restaurant will operate in the clubhouse locations spread across the ground and first floors. Specifically, the areas include indoor and outdoor spaces as highlighted in the Group



Architect drawing No. GA2020-023-100 Ground Floor and First Floor Areas and identified as :-

Ground Floor

- Garden Lounge;
- Bar/Kitchen;
- Terrace Area;

First Floor

- Dining / Function;
- Kitchen;
- Function;
- Sports Bar;
- Bar;
- Terrace Area both covered and uncovered.

The patron capacity for these areas is consistent with the acoustic report with a distribution of the maximum allowed number of 320 patrons for each space are generally as below :

- Ground floor outdoor terrace: 50
- Ground floor indoor garden lounge: 100
- First floor dining/ function: 60
- First floor function: 60, and
- First sports bar: 50

The hours of operation of these areas is detailed in section 3.

The parking and traffic volumes generated by the Café/Restaurant have been considered in association the clubhouse as a whole. The expected parking demand during typical operations is 58 and during a function event 73. These numbers have been catered for in the eastern and western carparks developed as a part of the Warringah Recreation Centre (WRC) upgrade catering for both golf club and WRC squash and tennis patrons.

Management of noise generated from the Café/Restaurant and the amenity of the neighbourhood is addressed in sections 4 and 5 of this plan.

The club house will result in a net increase in traffic generation of 39 vehicle trips / hour during peak 'typical operation' which is expected to be in early afternoon or weekend lunchtime. The traffic impacts of the clubhouse are considered acceptable with no requirements for the OMP to include traffic wardens or parking assistant officers.



3. Hours of Operation

The hours of Club operations are:

DAY	HOURS OF OPERATION	DAYS OPEN
PRO SHOP	Winter 6.30am – 6pm Summer 6am – 7pm	Monday-Sunday
COMMERCIAL OFFICE /MEETING	9am-5pm	Monday- Saturday
GARDEN LOUNGE	7am-10pm	Monday- Sunday
DINING & FUNCTION ROOMS	12 noon-10pm	Monday- Sunday
BAR	10am-10pm	Monday- Sunday

The Club’s liquor license does not have any restriction on the Club’s trading hours

4. Amenity of Neighborhood

The amenity of the neighborhood has been taken into consideration utilising the “Alcohol and Licensed Premises: Best Practice in Policy” manual, “Licensed Drinking Environments” (Doherty and Roche, 2003), the recommendations of the Crime Risk Assessment Report (2007) and the Liquor Act (2007).

Warringah Golf Club is committed to being a responsible member of the local community by:

- The licensee ensuring that at all times the operation of the Club shall consider the amenity of its neighbours and shall take all reasonable measures to ensure that impacts adverse to the surrounding do not occur.
- Ensuring that the licensee will take all reasonable measures to ensure the behavior of staff and patrons when entering and leaving the premises does not detrimentally affect the amenity of the neighborhood.
- Ensuring that the premises shall be conducted in such a manner as not to interfere with, or materially affect, the amenity of the neighborhood by reason of noise, vibration, smell, fumes, vapour, steam, dust, wastewater, waste products, grit, oil or otherwise.
- Ensuring every possible effort is made to remove any graffiti within 24 hours.

5. Noise

As a responsible and accountable member of the local community, the licensee and management team of Warringah Golf Club is committed to ensuring that:

- Speakers for the proposed bar are to be vibration isolated from the building structure using Embelton NRD mounts or similar.
- Noise management will be controlled by allowing a maximum of up to 320 patrons with the distribution of the patrons for each space generally as below :
 - Ground floor outdoor terrace: 50
 - Ground floor indoor garden lounge: 100
 - First floor dining/ function: 60
 - First floor function: 60, and
 - First sports bar: 50



- Music speakers within the internal spaces not to exceed a spatially averaged sound pressure level of 75dB(A) L10.
- External disposal of bottles/waste should be done prior to 10:00pm, but not before 7am.
- Signs are to be displayed at the entrance of the development reminding patrons to minimise noise when departing the premise.

Management will keep a complaint register on site where noise complaints are registered (if any) and what course of remedial action has been taken. This register should be stored on site and be accessible at all times

Further, the licensee and management team are committed to positively engaging with local residents and authorities who may have concerns over noise emissions. The licensee and management team are willing and committed to working with members of the community in order to find solutions by accommodating reasonable requests and suggestions.

6. Behavior of Patrons and Responsible Service of Alcohol

The licensee and staff shall be committed to taking all reasonable steps to control the behavior of the patrons as they enter and leave the premises. To affect this, the licensee shall:

- Maintain signs at the exits of the premises requesting patrons to leave the premises quietly;
- From about 30 minutes before it closes on any night at regular intervals instruct the staff to request patrons to leave the premises and the vicinity quickly and quietly to avoid disturbance of the neighborhood; and
- Assign staff to ensure that patrons, in leaving the vicinity of the premises do so promptly and as quietly as is reasonably possible.
- Regular external patrols by staff with the focus of closely monitoring noise

The licensee and staff shall take all reasonable steps to ensure that there is no loitering in the vicinity of the premises by persons who may be seeking admittance to it.

The licensee and staff shall comply with the measure for responsible service of alcohol set out hereunder:

The following operational policies for the responsible service of alcohol shall apply, together with the NSW Liquor Industry Code of Practice:

- The premises shall adopt and promote the New South Wales Liquor Industry Code of Practice for Responsible Promotion of Alcohol.
- All managers and employees of the Club who are required to complete a course shall complete an approved course in the Responsible Service of Alcohol.
- The licensee will maintain a register, containing copies of certificates showing the satisfactory completion of Responsible Service of Alcohol courses undertaken by the licensee and all staff required to complete such a course.
- The licensee and his/her employees will not engage in any liquor promotion that is likely to promote irresponsible service of liquor.
- The licensee and his/her employees will not serve alcoholic liquor to any person that is intoxicated or apparently under the influence of drugs.
- The licensee and his/her employees will decline entry to any person that is intoxicated



or apparently under the influence of drugs.

- The licensee and his/her employees will promote the service of non-alcoholic beverages and food.
- The licensee and his/her employees will not permit intoxication or any indecent, violent, or quarrelsome conduct on the premises. Any person causing such a disturbance shall be refused service and asked to leave the premises. Any patron whose behavior is either extreme or repeatedly objectionable may be barred from entering the premises for a period to be determined by the Club.
- No person under the age of 18 years will be served liquor at the premises. Production of a photographic identification will be required where age is an issue. The only acceptable proof of age identification shall be:
 - Photo driver's license;
 - NSW Photo Card; or
 - Current passport
- The licensee will ensure that all statutory signage will be prominently displayed throughout the premises; along with any other signs or posters recommended or required from time to time by the Office of Liquor Gaming and Racing of the Casino Liquor and Gaming Authority.
- Low alcohol beer, non-alcoholic beverages and snack food will be available at all times when full strength liquor is available.
- All conditions imposed on the premises' license shall be met.

Further, the licensee shall join and actively participate in any relevant local area command licensing accord. The licensee shall to the best of his or her ability enforce the recommendations and policies of any such accord.

7. Deliveries and Waste Removal Management

The licensee shall use his/her best endeavors to ensure that deliveries are made between 7.00am and 5.00pm midday, Monday to Saturday.

The removal of wastes and recyclable materials shall be made by a recognised contractor between hours of 7.00am and 5.00pm Monday to Friday and from 8.00am to 5.00pm Saturday.

8. Maintenance

The premises shall be kept in a clean and tidy condition and regularly maintained to the satisfaction of the Club, both internally and externally.

9. Removal of Liquor

Pursuant to the default conditions of the license applied for, the licensee shall prevent the removal of liquor from the premises as stated in the Liquor Amendment Act 2014 where the introduction of 'No take-away alcohol from 10pm'.

10. House Policy

The licensee and his/her employees are committed to enforcing the premises' house policy. The house policy shall be displayed on the premises at all times, and shall consist of the following:



- All staff involved in the sale and/or service of alcohol must have completed an approved Responsible Service of Alcohol course.
- At no time will any person exhibiting the following be admitted into or served in the premises:
 - Intoxication.
 - Aggressive, quarrelsome, or disorderly behaviour;
 - Behaviour consistent with being under the influence of any illicit substance.
 - Behaviour consistent with being in possession of any illicit substance; or,
 - Solicitation from patrons or staff.
- No discounting or promoting of products that encourage excessive or unsafe drinking.
- No smoking in indoor areas.
- Minors will not be served at any time – patrons are required to provide proof of age upon request by staff.
- No minor will be admitted into restricted areas of the premises.
- No minor will be admitted to authorised areas of the premises unless in the company and immediate presence of a parent or guardian.

11. Staff

Staff numbers shall be determined by the operational needs of the clubhouse and capacity limits.

Staff shall include management & office, bar, Food and Beverage, pro shop, and cleaners. The exact number will vary during the day and be dependent on events and general functioning of the club, affiliated sporting associations and catering considerations.

It is anticipated staff numbers would be in the order of 15-25 in total during normal conditions. Some of the staff would be casual and permanent part time.

The licensee is committed to ensuring that all staff are familiar with the terms of this plan of management. As such, regular staff meetings will be held and any issues arising from this plan of management addressed.

In addition to this, staff are also aware of:

- Prevention of Intoxication on Licensed Premises Policy – Management Plan 2022

The following requirements shall apply to duty managers and senior staff members:

- Not less than one duty manager shall be on duty within the premises at all times it is open.
- The duty manager shall carry out the procedures specified in the plan, and particularly those specified within this section.
- The licensee shall require the duty manager on duty to:
 - ✓ Be appropriately trained.
 - ✓ Make patrols of the interior & exterior of the premises from time to time.
 - ✓ Record in the Incident Register when any incident that could cause alarm or concern to members of the public occurs, with an observation as to whether or not any persons identifiable as having been patrons at the premises immediately prior to the incident were involved. (Entries are to be made as soon as possible after such incidents and to include notes of the actions taken by senior staff members).



- ✓ Request any patron in the premises to behave in a quiet and orderly manner if that action is considered necessary or appropriate.
- ✓ Prevent any person, detected as intoxicated or under the influence of drugs, entering the premises and bring to notice of the manager or licensee any person on the premises who might be considered intoxicated or under the influence of drugs.
- ✓ Prevent patrons leaving the premises with liquor after 10pm
- ✓ Monitor patron behaviour in the vicinity of the premises until all patrons have left the area, taking all practical steps to ensure the quiet and orderly departure of patrons.
- ✓ At the end of each shift, bring any incidents that have occurred, and actions taken to the attention of the manager/licensee who shall ensure the details of incidents reported are recorded in the Incident Register kept by the premises.
- ✓ Cooperate with the Police operating in the vicinity of the premises.
- The licensee shall make copies of the Incident Register available to Council or the Police at all reasonable times and within 7 days or receipt of a written request from the Council or Police to do so.
- The licensee/manager shall record in the Incident Register, in addition to the matters noted above, any complaints made directly to the management or staff of the premises, by local residents or business people, about the operation of the premises or the behaviour of its patrons.

Complaints in the Incidents Register shall include the following details;

- Date and Time of the complaint
- Name, contact and address details of the person(s) making the complaint
- Nature of the complaint
- Name of staff on duty
- Action taken by Warringah Golf Club staff and management to resolve the complaint
- Follow up required and actioned.

All staff will be fully trained to respond in an appropriate and timely fashion to any complaints.

12. Club Functions

Warringah Golf Club is to ensure that not less than one (1) supervisor for each one hundred (100) minors or part thereof, such supervisors being persons not less than twenty-one (21) years of age, are engaged or assigned by the registered club for the purpose of supervising the conduct of minors whilst they are attending the function.

At least thirty (30) minutes before the commencement of the function and for not less than thirty (30) minutes after the conclusion of the function the Club will ensure that a staff member patrol the exterior environs of the licensed premises to ensure the safe conduct of persons attending the function and that such persons do not disturb the quiet and good order of the neighborhood.

The premises are to be operated at all times in accordance with this Plan of Management as may be varied from time to time after endorsement by the Local Area Commander. A copy of the Plan of Management must be maintained at the licensed premises, made available for staff and inspection by members of the NSW Police Force or Inspectors from the Office of Liquor, Gaming and Racing.



13. Patron Capacity

The licensee and his/her staff shall not allow, at any time, the number of patrons and staff on the premises to exceed 320. Senior staff and management shall conduct regular inspections to ensure that patron and staff numbers have not exceeded 320. In the unlikely event that total numbers exceed 320 the licensee or his/her staff shall ask the appropriate number of patrons to peacefully leave the premises and shall not allow further patrons to enter the premises.

14. Security and After hours

In addition to staff, security is provided 7 days a week from evening till close.

Security includes but is not limited to the following:

- Walk patrons to car upon request
- Hourly car park patrols
- External security company monitor the car park
- Frequent internal patrols throughout the entire venue

Indoor and Outdoor areas will be monitored by a comprehensive Network video recorder (NVR) CCTV camera system.

The network video recorder (NVR) will record video footage and store it on a hard disk, mass storage device or utilize cloud storage.

The NVR will be paired with digital internet protocol (IP) cameras to create a video surveillance system.

The NVR CCTV camera system will operate multiple cameras, located both internally and externally, to provide maximum coverage of all areas of the premises recording at 20 slides per minute, recorded daily, be stored for up to 90 days and have record, playback and copy functionality.

15. Amendment to this Plan

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