



Big Swing Golf – Dee Why

Plan of Management

Address: Level 1, Dee Why Market, 33 Oaks Avenue, Dee Why

Lot: Lot 1 DP 588603

Approved use activity: Licensed indoor golf recreation facility and food and drink premises with existing retail premises

Date of preparation: 01 July 2020

Objectives

- To outline to Council the strategic plan for the ongoing commercial use of the premises.
- To outline the standard operating procedures within the scope of Big Swing Golf to ensure safe operation for staff and patrons.
- To demonstrate the measures being taken to minimise any potential adverse impact on the environment and the local community by the operation of Big Swing Golf.

Background

Drummond Golf Dee Why proposes to replace their existing hitting nets with three (3) indoor golf simulators and a licensed bar area to both enhance the experience for retail customers and additionally operate a Big Swing Golf venue.

The site is located within Dee Why Market in Dee Why. The site is zoned B4 Mixed Use and currently comprises a range of retail and recreation activities.

The Centre is accessed via both Oaks Avenue and Pacific Parade. The Centre has car parking for up to 153 vehicles on a shared basis and is well lit at night due to a number of businesses operating until late in the evening. Public transport also operates throughout the locality.

WHAT IS BIG SWING GOLF?

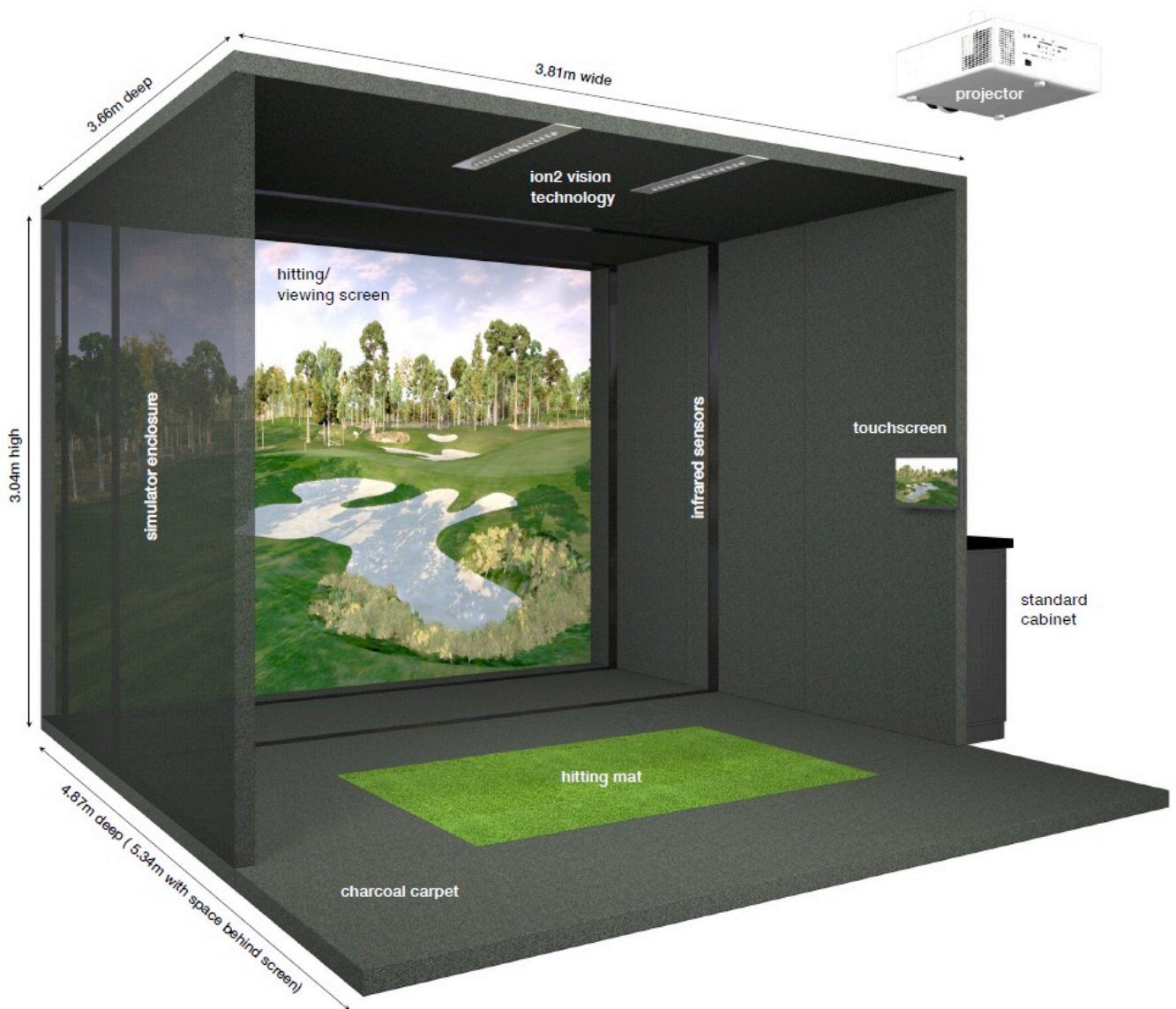
Big Swing Golf is an indoor golf venue using state-of-the-art simulators to allow patrons to play virtual rounds of golf, practice or receive coaching, all in the comfort of a temperature controlled indoor environment. The simulators are installed with computer software that is displayed on the screen into which the golf balls are hit. Patrons can play a round of 18 holes of golf in less than half the time it takes on an outdoor golf course.

The simulators installed in Big Swing Golf are imported from the USA from the manufacturer, Full Swing Golf. The simulators are a booth-style set-up comprising modular flooring (including hitting mats), walls and roof, screen, infra-red sensor tracks and projector (as shown in the picture below).

Additional equipment used in Big Swing Golf include a two-door drinks fridge and Point-of-Sale computer equipment and associated peripherals. Golf clubs and golf balls are also available for patrons to use so there is no requirement for them to bring their own golfing equipment.

BIG SWING GOLF

INDOOR GOLF REAL, FUN, FAST.



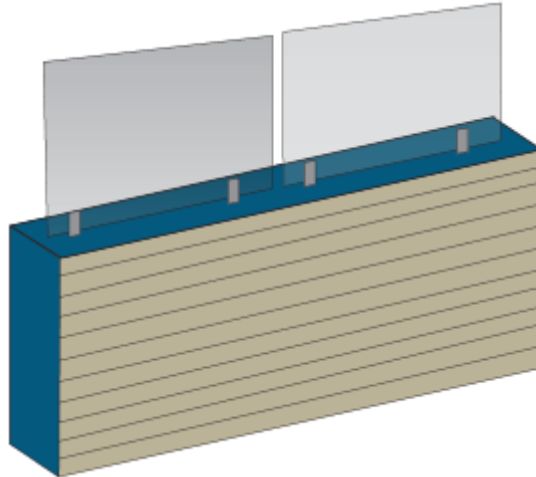
The Premises

Of the total 550sqm of floor area in the tenancy, 292sqm will be used for retail, 132sqm will be used for licensed recreation use, and 126sqm will be used for back of house, servicing, repairs and storage.

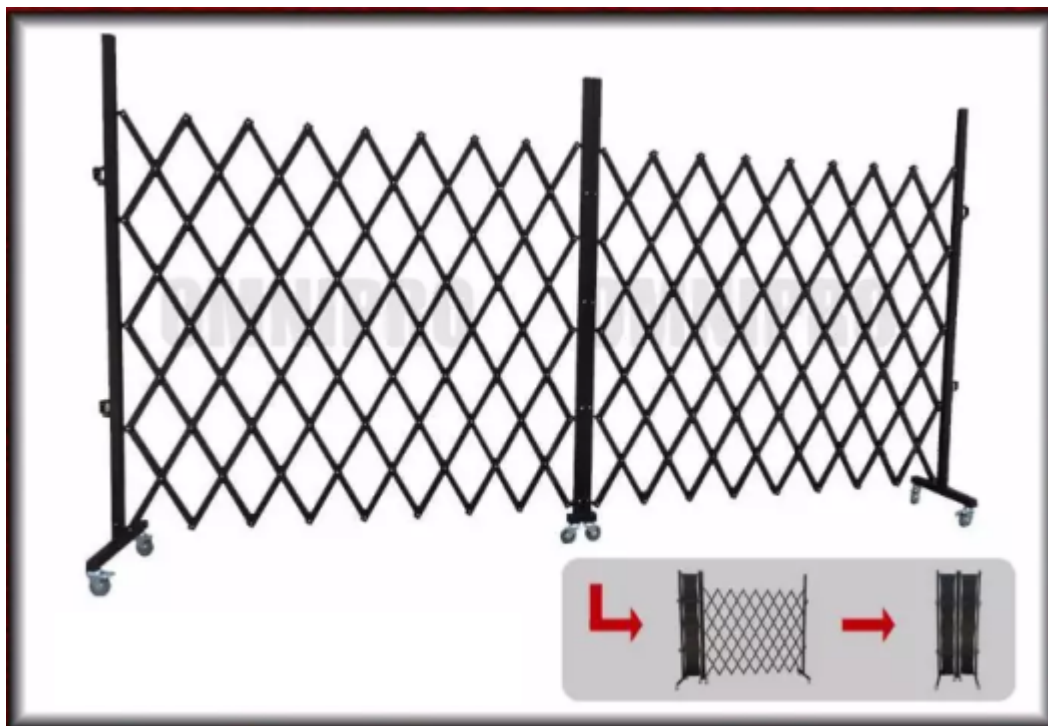
The Big Swing Golf facility will sell alcoholic (and non-alcoholic) beverages to patrons using the simulators either as part of an existing booking or as part of a social group function. Based on other Big Swing Golf facilities, the sale and consumption of alcohol is a relatively small part of the business however it is intended to add to the social atmosphere the applicant aim to create when the facility is operational.

Floor layout/space

The space of the indoor golf recreation venue will be physically separated from the retail shop floor by a “half-height wall” consisting of a timber stud wall which is 1.2 metres in height (300mm wide) with a glass panel fixed on the top which is 800mm in height (this is also the boundary of the proposed licensed area) – see figure below:



As shown in the plans, there are openings in this half wall which allows access to the retail shop floor. When the retail business is closed and Big Swing Golf is operating, these openings will be closed off using an expanding trellis similar to the image below:



Big Swing Golf currently has 17 licensed venues across the country, some in close proximity to residential use, operating without any adverse effects to the surrounding land uses. There are no variations to the use of these areas of the premises at any time during or outside the business operating hours.

Hours of Operation / Staffing details

The following table sets out the current hours of operation for the Drummond Golf shop and the proposed hours of operation for Big Swing Golf:

Day	Drummond Golf	Big Swing Golf
Monday	9.00am – 5.30pm	9.00am – 10.00pm (alcohol from 10.00am)
Tuesday	9.00am – 5.30pm	9.00am – 10.00pm (alcohol from 10.00am)
Wednesday	9.00am – 5.30pm	9.00am – 10.00pm (alcohol from 10.00am)
Thursday	9.00am – 5.30pm	9.00am – 10.00pm (alcohol from 10.00am)
Friday	9.00am – 5.30pm	9.00am – 10.00pm (alcohol from 10.00am)
Saturday	9.00am – 5.00pm	9.00am – 10.00pm (alcohol from 10.00am)
Sunday	10.00am – 4.00pm	9.00am – 10.00pm (alcohol from 10.00am)

Big Swing Golf will reserves the right to close prior to the above closing times if there are no bookings/demand.

As both the Drummond Golf and Big Swing Golf businesses are owned by the same company (the applicant), existing staff will be utilised across both businesses. Staff will be required to serve retail customers and Big Swing Golf patrons as demand requires. When Big Swing Golf patrons are utilising the simulators, a staff member will be present at all times to serve and supervise. As it is proposed that Big Swing Golf will operate outside of the retail hours, staff will be dedicated to Big Swing Golf at this time. This means that all staff will hold appropriate Responsible Service of Alcohol qualifications.

It is proposed that the total number of employees on site at any one time will be:

- Drummond Retail: 4 staff
- Big Swing Golf: 2 staff

Typically golf retail is busy during the summer months and quieter during winter however the opposite has proven to be true for indoor golf simulators based on the patronage of other Big Swing Golf venues. As staff are shared across the two uses/businesses, the above staffing levels are generally maintained and don't tend to be adjusted for seasonal variances, except as demand stipulates. For example, Christmas and sale periods however this generally impacts the retail business. Indoor golf staff numbers (when the retail business is closed) will be assessed according to demand or if there is a large function booked to ensure staff safety.

These staff numbers will continually be monitored and adjusted accordingly based on demand and the level of business. Big Swing Golf "venue location" also reserves the right to close prior to the above closing times if there are no bookings/demand.

Music / Entertainment

As the primary "entertainment" at the venue is provided through the simulators, this is complimented by background music controlled by staff members through small domestic speakers. The music is only used as background music and is restricted to a reasonable level accordingly.

Staff Guidelines

Big Swing Golf Dee why is committed to minimising disruption or inconvenience to neighbouring tenants and promotes responsible exiting of the venue upon the close of business each day.

There are two (2) entrances to the premises: one located at the front of the tenancy accessed from within the shopping centre mall area, and one access off the stairs connected to the rooftop carpark.

Staff are directed to park at the rear of the premises and are directed to leave the premises via this rear exit and keep all noise to a minimum. The rear of the premises provides for car parking, security cameras and lighting.

All staff will be provided with a copy of this POM.

Deliveries for loading / unloading

Deliveries are made to the premises on average 2-3 times per day and arrive within the standard business hours of 9.00am – 5.00pm, Monday to Friday. Types of vehicles can range from small courier vans to medium sized goods trucks, no palettes of goods are received at the premises.

Food and drink deliveries will occur intermittently between 5.30pm and 9pm using existing loading facilities.

All service providers have reasonably been made aware of this process and staff are instructed to advise delivery companies and/or drivers who do not follow the process, what the process is.

Managing Patrons

During the operating hours that Drummond Golf and/or Big Swing Golf are open, both entrances can be utilised.

As Big Swing Golf Dee Why is committed to minimising the disruption to neighbouring tenants in the Centre, this involves staff promoting responsible exiting of the venue. Staff members are responsible for ensuring the experience is enjoyed by all involved and for large groups that means saying goodbye as they exit the venue ensuring appropriate behaviour. A sign will also be placed at the exit which requests an orderly exit from the venue.

Patrons are served promptly to avoid having queues however for those unexpectedly busy times there are lounge facilities available in Big Swing Golf which are offered to the public and monitored at all times by staff members. Patrons are also welcome to wander the retail store (during retail opening hours), browse products or watch others playing simulated golf whilst waiting as an alternative. Those that wait for longer periods than usual are periodically acknowledged and thanked for their patience for staff members in order to minimise frustrations associated with delays in service (which is yet to become an issue in other Big Swing Golf venues).

Based on the current Drummond Golf retail shop, the number of customers in the store at any one time is an average of 5 with a maximum of 15-20 during busy periods.

The Big Swing Golf facility is proposed to have a maximum capacity of up to 15 people using the facility. Based on other existing Big Swing Golf facilities, there is an average of 3 to 4 people using each simulator (although generally not all simulators at the same time) however it is envisaged that the facility will cater for larger social groups of up to 15 patrons from time to time.

Based on other Drummond Golf shops and Big Swing Golf venues, the peak operating times are likely to be from 11.00am to 4.00pm for the shop and from around 5.00pm to 9.00pm for the indoor golf facility, seven days per week.

The amenities available to patrons in the premises include the lounge / bar / counter area at the front of the premises, individual simulator area and bathrooms (2 including 1 accessible) at the rear of the premises. All of these areas are visible from the counter. Big Swing Golf relies on patrons having a positive customer experience therefore appropriate numbers of staff will be rostered on each day to ensure that all patrons' needs are met and all have a positive experience.

Responsible Service of Alcohol

All staff will have Responsible Service of Alcohol (RSA) training and certification. Comprehensive beverage policy and procedural guidelines are made available to all relevant employees and form part of their induction, training and performance appraisals. These high performance standards will continue to apply to all aspects of Big Swing Golf's operations.

In the best interests of its members, guests and the general community, Big Swing Golf promotes the responsible service of alcohol with clearly defined house policies and the mandatory undertaking of training and certification for all venue staff members. This policy is enforced by:

- Refusing entry or service to anyone already intoxicated.
- Preventing intoxication by recognising the signs of intoxication and avoiding serving anyone to the point of intoxication.
- Monitoring patrons' behaviour.
- Discontinuing service to patrons showing signs of intoxication.
- Not allowing guests to purchase alcoholic beverages for other guests who have already been refused service.
- Prevent underage drinking by insisting on valid ID card upon entry/request.
- Managing intoxicated, antisocial or disruptive patrons by attempting to discourage them from becoming involved in activities which can harm themselves or others.
- Providing and supporting safe transportation options.
- Promoting the service of non-alcoholic beverages and/or food.
- Providing free drinking water.

Security Details

Security is an essential consideration of the operations at Big Swing Golf and needs to be considered from the perspectives of staff, patron and cash security.

The venue opening and closing protocols must be followed at all times to prevent unauthorised access and minimise the opportunity for theft of cash and merchandise. Security alarms are activated when the premises is being locked at the close of business and is monitored by a local security company.

Security cameras do not currently operate in the premises however it is envisaged that a system will be installed as part of the internal refit.

Complaint Recording

It is the responsibility of staff to ensure that they are familiar with all company policies and procedures and it is the Manager's and/or Franchisee's responsibility to ensure that these are made available to staff and that staff understand them.

When dealing with customer complaints staff shall:

- Adhere to company policies and procedures at all times.
- Remain polite and calm at all times.
- At no time enter into an argument with the customer.
- Make every endeavour to resolve the complaint efficiently.

If a staff member is unable to resolve the complaint effectively themselves, they should refer the complaint to the Manager or Franchisee immediately.

All complaints, including those from the surrounding neighbourhood are entered into a complaints register that each venue administers. Complaints are received and handled at the venue to ensure swift rectification. If a complaint can't be immediately resolved or requires further assistance, staff notify Big Swing Golf head office who can assist.

Clean-up procedures

Big Swing Golf does not hold any quantities of pollutants greater than small domestic quantities such as "spray and wipe" or "sugarsoap".

Whilst cleaning, the following procedures are in place:

- Staff are to use appropriate personal protective equipment such as disposable gloves.
- Staff are to use disposable towels for cleaning spills.
- Staff are to dispose of dirty paper towel in a responsible manner.
- Staff are to report all incidents to the Manager or Franchisee.

POM review

This POM will be reviewed periodically to address any operational issues that are not currently addressed.

Waste

Waste for the businesses is mostly cardboard boxes plus some general waste and bottles. The waste will be kept in waste bins in the storage areas of the tenancy before being taken to the common waste room of the shopping centre. Waste is to be collected by the existing waste contractor.