

PLAN OF MANAGEMENT

FOR OPERATIONS OF

FORESTVILLE RSL CLUB LTD

22 MELWOOD AVENUE, FORESTVILLE. NSW 2084

SEPTEMBER 2024

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PART 1 INTRODUCTION

- 1) The purpose of this Plan of Management (the “POM”) is to establish performance criteria for various aspects of the operations of the Forestville RSL Club Ltd (“the Club”) having considered the relevant matters under the *Environmental Planning and Assessment Act 1979* and the *Liquor Act 2007* and any relevant Regulations under that legislation.
- 2) A copy of this Plan shall always be available on site and produced for inspection upon request by Police, Council Officers, or Special Inspectors.
- 3) A copy of the Liquor Licence (LIQC300227332 – see Appendix A) will be kept on-site and produced upon a request by Police or Council Officers or Special Inspectors.
- 4) Development Consent (TBC – Appendix B) will be kept on-site and produced upon a request by Police or Council Officers or Special Inspectors.

PART 2 OPERATIONS DETAILS

- 5) The primary use of the Club is as a multi-faceted, safe, family-friendly, local club with broad appeal. The sale of liquor is overwhelmingly for on-premises consumption. We also offer meal options, function and event facilities, a children’s indoor play area and free-of-charge meeting room facilities for local sporting, welfare, and community groups. With a dining facility operating daily, the restaurant offers an extensive range of quality, affordable meal options for patrons. The Club also offers 100 Electronic Gaming Machines for the use of patrons over the age of 18.
- 6) This Plan incorporates a community complaint section to deal with any complaints as to noise or the behaviour of patrons or staff. See Part 12 of this Plan for more information.
- 7) While our Liquor Licence allows unrestricted trading hours the current, Club trading hours are: -
 - Sunday-Wednesday 11.00 AM – 12.00 AM
 - Thursday – Saturday 11.00 AM – 3.00 AM
- 8) Members and guests can access the property’s on-grade carpark from Melwood Avenue. The carpark exit is also located on Melwood Avenue.
- 9) The venue will operate in accordance with the recommended acoustic measures detailed within the Noise Impact Assessment prepared by Acoustic Logic dated 18.9.24 a copy of which is retained in the Club at all times and is available upon request.
- 10) Current trading hours (listed above) may vary seasonally or subject to the needs of the business but will always comply with our Liquor Licence.

- 11) The venue will have deployed at any one time, between one (1) and forty (40) contractors and/or members of staff.
- 12) Where the club holds, or hosts, functions the 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 21 years of age, are engaged or assigned by the club for the purpose of supervising the conduct of minors whilst they are attending the function.
- 13) 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 persons required to be engaged or assigned pursuant to the above condition must patrol the exterior environs of the licenced 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 neighbourhood.
- 14) The Club will adopt appropriate protocols to manage the relationship between the seniors housing and the gambling facilities on the site to minimise harm associated with the misuse and abuse of gambling activities by residents of the seniors housing.

PART 3 USE OF PLAN OF MANAGEMENT

- 15) The Club must always be operated in accordance with this Plan of Management.
- 16) This Plan of Management will form part of the formal Staff Induction Program which is compulsory for all staff. Employees are unable to commence their employment until acknowledgement of onboarding documents is completed. This is embedded in our digital onboarding program which it is mandatory for a new employee to complete, and the system does not allow them to be rostered until completed. Additionally, it is the responsibility of departmental, hiring managers to guide new employees through the orientation process covered in this POM.
- 17) The premises shall be operated in accordance with the provisions of this POM, applicable legislation and licence conditions.
- 18) Police are to be notified as soon as practicable by Management should any difficulty requiring their authority and expertise be experienced by staff in the carrying out of their duties listed in this Plan.
- 19) Management is to liaise on a regular basis with Police on matters relating to operational & security concerns encountered with encouragement.
- 20) The Licensee is an active member of the Local Liquor Accord and will continue to maintain that membership.

PART 4 OPERATIONAL REQUIREMENTS

- 21) The Club Licensee and all staff, including contracted security personnel, will make themselves familiar with, and at all times comply with, the conditions as listed on the Forestville RSL Club Ltd Liquor Licence.
- 22) The Club Licensee shall ensure all new employees, including contracted security personnel, are informed of the contents and requirements of the 'Plan of Management', at the commencement of their employment.
- 23) The Club Licensee shall ensure all staff are aware of their responsibilities regarding the responsible service of alcohol and prevention of intoxication through proactive managerial supervision.
- 24) The Licensee or Manager is to ensure the Club is under their supervision at all times and is to ensure adequate staff are rostered to ensure the safe and compliant operation of the Club at all times.
- 25) The Licensee or Manager on duty is to ensure that regular patrols of the Club are conducted to identify and address any issues relating to intoxication, anti-social or violent behaviour, and patron/employee safety. Patrols are to include areas within the Club, carpark, and outer perimeter of the Club.
- 26) Management will continually monitor patron numbers within the premises to ensure manageable numbers, and the safety of said patrons, is maintained.

PART 5 SIGNAGE

- 27) All signage required under the Liquor Act 2007 shall be displayed in the appropriate places.
- 28) Signage relating to the use of CCTV surveillance cameras will be placed at the entrance and exit of the Club.
- 29) The Licensee will ensure that the required internal signage is erected and maintained at all times.
- 30) A sign will be erected at the Main Entrance of the Club stating the Name of the Club, Type of Liquor Licence, and the Licensee's Name.
- 31) Signs, clearly visible to patrons, are to be affixed at the exits to the Club requesting patrons of the need to leave the Club and the immediate vicinity quickly and quietly.

PART 6 AMENITY OF THE NEIGHBOURHOOD

- 32) At all times, the licensee of the Club shall consider the amenity of the Club's neighbours and shall take all reasonable measures to ensure that impacts adverse to the amenity of the surroundings do not occur.

- 33) Initiatives to minimise the impact on the local community:
- a) Regular consultation with local neighbours
- 34) Providing a direct phone line to management on duty during trading hours, and email and contact details for the Club on our website.
- 35) Security staff will be briefed to discourage patrons access into nearby residential areas. The venue's security staff will abide by its Liquor Licence conditions, clean up glassware and regularly patrol the immediate area around the Club.

PART 7 DELIVERIES AND WASTE MANAGEMENT

- 36) All waste shall be stored in designated refuse areas. Disposal of the waste will be by the Council or appropriate contractors and shall occur between the hours of 7 am and 6 pm on weekdays and 8 am and 5 pm on weekends and public holidays.
- 37) The licensee shall endeavour for all deliveries to be made between 7 am and 7 pm.
- 38) The car parking area shown on the approved drawings must be used for vehicle parking only. Loading and unloading of vehicles and delivery of goods to the land, including the delivery of kegs, must be carried out within the site. Any loading or unloading of material or potential environmental damage must be appropriately bunded with adequate spill response equipment in place to ensure nil run off from the site.
- 39) Kegs shall be delivered via the Club's Delivery Dock between the hours of 7am to 5pm, Monday to Saturday.

PART 8 NOISE

- 40) The maximum noise levels permitted at the Club are the recommended acoustic measures included in Acoustic Logic's Compliance Reports.
- 41) All amplification equipment is centrally controlled and not accessible to the public. It is the responsibility of the manager on duty to ensure all equipment is checked to ensure noise emanating from the Club, from entertainment, is in line with license conditions.
- 42) Whenever entertainment is being conducted on the ground floor the entertainer will be positioned in such a way to minimize any noise impact on surrounding residents.
- 43) Singing, shouting or unruly behaviour can generate noise emissions which has the potential to affect the amenity of residents in neighbouring areas and buildings. This is particularly the case if it occurs in outside areas of the Club.
- 44) In order to address this, alfresco areas of the Club must be managed as follows:
- A Club staff member must monitor the alfresco areas within the Club from 10:00pm until close of business to monitor and manage noise emissions from patrons.

- In particular, the staff member shall be responsible for immediately addressing any singing, shouting or unruly behaviour by patrons.
- In the event that any singing, shouting or unruly behaviour occurs in the alfresco areas, the Club staff member must, as a first course of action, approach the relevant patron(s) and give them a verbal warning to cease.
- In the event that the verbal warning is not complied with or the shouting, singing or unruly behaviour re-occurs by the patron(s), the Club staff member must request that the patron(s) immediately leave the Club.
- The manager of the Club shall ensure that all Club staff are properly trained to address any singing, shouting or unruly behaviour by patrons, including but not limited to crowd management and conflict resolution.
- Club staff must record all removal of any patron(s) orders from the Club and provide those details to the Club Manager. The manager must keep a copy of this record in the digital incident register which can be made available to the NSW Police or an authorized Council officer upon request.
- All external entertainment must cease by 10pm.

45) The licensee will take all reasonable measures to ensure that the behaviour of staff and patrons when entering or leaving the Club, does not have a detrimental effect on the amenity of the neighbourhood.

PART 9 RESPONSIBLE SERVICE OF ALCOHOL

46) All provisions with this Part 9 'Responsible Service of Alcohol' are subject to change at the discretion of Licensee or following legislative change. If any of the following operational restrictions are amended, removed or withdrawn from the Liquor Act, Liquor Regulation 2008 or Guidelines from the Department of Justice or at the discretion of the Licensee, they will no longer be required to be observed and may be taken to have been amended or deleted (as the case may be) from this Plan of Management without the need for consultation or approval from any statutory authority.

47) All Club management, staff and security are required to have completed an approved Responsible Service of Alcohol Course, facilitated by an accredited RSA course provider, and are to be diligent in enforcing RSA and harm minimisation practices while on duty.

48) The licensee shall take all reasonable steps to prohibit or restrict activities (such as promotions or discounting) that could encourage misuse or abuse of liquor (such as binge drinking or excessive consumption).

49) Free tap water shall always be available when the Club is open and trading.

50) Alcohol consumption by all patrons of the Club shall be actively supervised by the Licensee/Management/Staff of the Club.

51) Low alcohol beer and non-alcoholic beverages must be available at all times when full-strength liquor is available.

- 52) The Club will not permit intoxication or any indecent, violent or quarrelsome conduct on the Club premises. Any patron causing such disturbance shall be refused service and asked to leave the Club.
- 53) If the person is considered to be intoxicated, he/she will immediately be asked to leave. If that occurs, they will be required to move 50 metres from the venue and not be permitted re-entry for 24 hours.
- 54) No person under the age of eighteen (18) years shall be permitted in the restricted areas of the Club. Production of photographic identification will be required of anyone who appears under the age of 25. The only acceptable proof of age identification shall be in accordance with the Liquor Act 2007 and Liquor Regulations 2008.
- 55) When Security Guards are not engaged, Club staff will conduct regular patrols of all areas of the Club to ensure no patron is showing signs of intoxication or stockpiling drinks.
- 56) Club staff will not serve any alcoholic beverage to any person who exhibits signs of approaching intoxication.
- 57) Club staff will not, as far as is practicable, allow any person to enter the Club who is showing signs of intoxication.
- 58) The licensee shall not permit the smoking of tobacco products in the Club apart from in the designated smoking area.
- 59) The venue shall keep and maintain a digital incident book at the Club. The incident book will conform with the requirements specified – from time to time – by Liquor and Gaming NSW pursuant to section 56 of the Liquor Act 2007.

PART 10 RESPONSIBLE CONDUCT OF GAMING

- 60) The Board and management of the Club are committed to providing a safe and responsible venue for all patrons in the delivery of gambling products. We acknowledge our role in ensuring that our members and patrons 'wellbeing' is paramount in the conduct of our operations.
- 61) The Club's Gaming Plan of Management outlines the initiatives taken by the Club to be a responsible leader within the community. The Club is focused on its commitment to the Clubs NSW Gaming Code of Practice, harm minimisation and reducing the impact that gaming related products can have on individuals and the wider community.
- 62) Gaming machines are located within a designated Gaming Room with mandatory signage displayed at all entrances.
- 63) Gaming machine signage is checked and documented daily.

- 64) All machines have been authorised and are connected to the Central Monitoring System, which regularly monitors all machine activity. Service technicians monitor the operation of this system daily to ensure connectivity across the floor.
- 65) All members of the Board have already, or will within the prescribed period, complete the Responsible Gambling Board Oversight Training.
- 66) All senior management, duty managers, Supervisors and Gaming Supervisors have completed the Advanced Responsible Conduct of Gaming Training. The Duty Manager on duty will always have the responsibility of being the dedicated Responsible Gambling Officer and all issues must be reported directly to them.
- 67) The Club will adopt appropriate protocols to manage the relationship between the seniors housing and the gambling facilities on the site to minimise harm associated with the misuse and abuse of gambling activities by residents of the seniors housing.

PART 11 SECURITY MEASURES

- 68) The licensee shall require any Reception and Security personnel employed by the Club or the Club's appointed contractor to undertake a venue induction.
- 69) Reception and Security personnel will be dressed in uniforms provided to them by the Club, or security firm that the licensee has engaged to provide security services.
- 70) Reception staff and Security Guards will fill in a timesheet (start and finish times) which is to be checked by the manager/licensee on duty.
- 71) A Reception staff member will be positioned at Reception for all hours of operation. Additional Security personnel will be introduced at peak trading times and may be positioned at the front door. All are required to greet guests, assess signs of intoxication of entering guests, check identification, membership status and manage the overall capacity of the venue, communicating to management regularly of the total number of people on the premises. In peak periods management is to take necessary measures to ensure the Melwood Avenue entry is the only entry point to the premises.
- 72) Reception staff, Security, management, or staff in charge of headcounts, depending on their position, will use a digital hand tally counter to calculate the number of patrons in any given area.
- 73) Reception staff and Security Guards will report to the manager/licensee/supervisor to obtain a briefing on any specific duties to be addressed before commencing duty.
- 74) Reception staff and Security personnel will ensure that persons entering the Club are suitably attired in accordance with the Club's dress code which shall require patrons, at least, to be neatly dressed in casual wear and with footwear.

- 75) Reception staff, Security guards and management will note details of any incidents which required intervention by security guards within the Club or in the vicinity of the Club for inclusion in the Club's digital incident register.
- 76) Prevent patrons from entering the Club with alcoholic drinks.
- 77) Monitor all bars, smoking sections and toilets on a regular basis.
- 78) In the event of an incident, clearly identify themselves as appointed Club staff or security personnel and attempt to rectify the problem.
- 79) Security Guards will assist the licensee or management in removing patrons from the Club. Patrons are only to be asked to leave at the direction of management. Forced removal from the Club must only occur at the direction of the management and with reasonable force only. Immediate hands-on action may be used in self-defence or in the defence of another patron.
- 80) Remain at the Club for 30 minutes after closing time to maintain safety and security.
- 81) When patrons are leaving the Club in peak periods on a Friday & Saturday night, a security guard will be deployed to manage the Club Entry/Exit, informing people to wait and be picked up at a designated area outside the Club. It is their role to discourage exiting patrons from congregating or loitering in front of the Club if they are not waiting for travel options and urge people to move along quickly and quietly.
- 82) Club staff and/or Security is to conduct regular patrols of the Club to identify and address any issues relating to intoxication, anti-social or violent behaviour, and patron/employee safety. Patrols are to include areas within the club, carpark, outer perimeter and within 50 meters of the Club including, but not limited to, North & South along Melwood Avenue and the carpark area to the South of the Club. Rostered, Security patrols are to commence at 7:00 pm and continue until the last patron has left the Club vicinity.
- 83) Security guards are to assist in the dispersal of patrons to ensure a risk-free environment whilst patrons are being directed away from the venue.

PART 12 COMPLAINT HANDLING

- 84) Any resident, member or guest having a complaint about the operation of the licensed Club may advise the licensee, who is to respond as soon as practicable and sympathetically to such complaints.
- 85) Persons wishing to make a complaint should contact the venue on 9451 1011 or communicate through the club's website.
- 86) Staff are to be advised that any complaints received by them are to be brought to the attention of the licensee, or the duty manager, immediately.
- 87) The venue will make a record of all complaints and resolve same to the best of their ability.

PART 13 CCTV SURVEILLANCE

- 88) The licensee shall install and maintain digital video surveillance cameras and recorders to monitor and record all entrances to the Club, and Bar, Gaming, Dining and Function areas used by patrons, whilst the Club is open for business.
- 89) The correct time and date must automatically be recorded on all surveillance footage, when it is recording. All surveillance footage is to be retained for a period of 30 days before it can be reused or destroyed. The surveillance footage is to be made available upon request within a reasonable time to Police, Council or special inspector.
- 90) All CCTV recording equipment and cameras shall be of high-grade digital quality capable of establishing the population and identification of patrons, offenders and incidents within the depth of field view of the cameras. In this respect, each surveillance camera shall be capable of recording a minimum rate of 6 frames per second and at high resolution.
- 91) There shall be at least one member of staff on duty at all times that can access the CCTV system.

PART 14 OTHER RELEVANT MEASURES

- 92) The Licensee shall ensure that all essential services installed at the venue are certified annually and that they remain in good working order at all times.
- 93) In the event of any malfunctioning of any essential service, the Licensee shall ensure that it is rectified as soon as possible.
- 94) Each morning clear/clean that section of Melwood Avenue and gutters facing the Club for bottles or any impacts from the Club.
- 95) The Licensee shall ensure that lists of the telephone numbers of all relevant emergency agencies shall be kept at Reception.
- 96) All managers and other permanent staff shall be made aware of fire safety requirements and the procedures to be followed in the event of an emergency at the venue. In the instance of an emergency evacuation, staff shall direct patrons to emergency exits.
- 97) All staff are required to undertake First Aid training, from an approved provider, over prescribed periods of time.
- 98) Management procedures are to be reviewed regularly to address on-going matters as they arise.

PART 15 TRANSPORT OF PATRONS

- 99) The licensee shall take all reasonable measures to ensure all transport options are explained to patrons from the Club.

- 100) When patrons are leaving, if requested, they are to be advised of the public transport options including taxi services which the venue will engage.
- 101) When patrons are leaving the venue in peak periods on a Friday and Saturday night, a guard will be deployed to manage the reception area informing people to wait and be picked up at a designated area outside the Club.
- 102) The Club may, at its discretion, provide a shuttle bus service that attends to members and guests seeking transport options within a 5 km radius of the club.
- 103) The driveway from Melwood Avenue shall be appropriately sign posted/ marked to ensure that vehicles enter and exit correctly, as depicted in the image below.
- 104) The licensee will take all reasonable measures to ensure that the behaviour of patrons when entering or leaving the carparking area does not have a detrimental effect on the amenity of the neighbourhood.

PART 16 AMENDMENT TO PLAN OF MANAGEMENT

- 105) If circumstances and experience show that it is reasonable or desirable to modify any provision of this plan for the better management of the Club, that modification may be made by the Licensee provided the plan continues to comply with the requirements of the Liquor Act and applicable Regulations.
- 106) This Plan and its attachments are also subject to legislative changes to the Liquor Act, 2007 and Liquor Regulation 2008. Where publications of the Department of Justice are revised or withdrawn from its website or where legislative changes occur from time to time, the Plan is to be taken to reflect those changes.

Appendix A

Liquor Licence LIQC300227332

<..\OFFICE MASTER FILE\liquor licences\LIQC300227332-Licence document-20200527.pdf>

Appendix B

Development Consent

TBC