



# LONG REEF

EST GOLF CLUB 1921

## OPERATIONAL MANAGEMENT PLAN

LONG REEF GOLF CLUB LIMITED  
2 ANZAC AVENUE  
COLLAROY NSW 2097  
LOT 1 / DP 1144187

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2   REVIEWS

VER.		DATE	DISTRIBUTION	AMENDMENTS
1.0	Ben Russell	14 March 2025	Long Reef Golf Club	Draft for review
1.1	Ben Russell	24 April 2025	Board of Directors	Board Adopted

### 3 INTRODUCTION

Long Reef Golf Club Limited (**the Club**) is a registered club that operates an 18 hole Golf Course, Clubhouse and Golf Shop. The Club has over 4000 Members and is governed by a nine-person Board of Directors elected from the Membership.

The Clubhouse and Golf Course are accessible by Members and non-members, seven days per week.

This Operational Management Plan (OMP) is to outline the control measures for the operation of Long Reef Golf Club Ltd (the Club), located at 2 Anzac Avenue Collaroy, being Lot 1 DP1144187.

The Plan has been designed to ensure that the Premises are managed and operated in a manner that provides a licensed venue that does not unreasonably impact upon or detract from the quiet good order of the neighbourhood.

The Plan also aims to reduce, and where possible eliminate, the impacts of antisocial behaviour by patrons both within the Premises and within the vicinity of the Premises.

It is proposed that the control measures contained within this plan of management are suitable for the ongoing operation of the Club including the Clubhouse, Golf Shop and Golf Course. This OMP will be updated periodically to ensure that the control measures remain current and industry best practice.

This management plan replaces any previous versions.

### 4 OVERVIEW OF PROPOSED WORKS

The Development Application includes the following scope of works:

- Alterations and additions to create a refurbished two (2) storey Club House
- The ground floor is proposed to provide the following areas:
  - new lobby entry space
  - three (3) Members & community multi-use rooms
  - two (2) bar areas
  - members lounge with external terrace area
  - commercial kitchen
  - dining area
  - amenities
  - office spaces
  - storage rooms
  - keg room
  - kiosk
  - covered outdoor terrace dining area; and

- garden seating area.
- The new first floor level will provide the following areas:
  - lobby and entry area
  - back of house space
  - Members & community multi-use rooms
  - bar lounge
  - amenities
  - members lounge and terrace area; and
  - two (2) outdoor terrace areas
- Revised vehicular access from Anzac Avenue
- Shared pedestrian zone along existing access road for increased safety consisting of raised pavements and improved footpaths
- Tree removal and associated replanting
- Removal and reinstatement of solar panels

## 5 OPERATIONAL SUMMARY

### 5.1 STANDARD OPERATIONAL HOURS

The hours of operation listed in the table below are the existing standard hours of operation and the proposed hours of operation post refurbishment. These hours of operation align with the playing of golf on the Golf Course, and dining and events in the Clubhouse.

	Existing Hours of Operation	Days of Operation	Proposed Hours
Clubhouse	8:00am to 7:00pm	Monday to Wednesday	7:00am to 10:00pm
	8:00am to 7:00pm	Thursday	7:00am to 11:00pm
	7:00am to 12:00am (midnight)	Friday to Saturday	7:00am to 12:00am (midnight)
	7:00am to 11:00pm	Sunday	7:00am to 11:00pm

Note: Hours of operation stated are the Club's standard operating times. These may vary from time to time dependant on special events the Club hosts for its Members.

## 6 LIQUOR LICENCE

### 6.1 LIQUOR LICENCE RESTRICTIONS

Long Reef Golf Club's Liquor Licence (LIQC300228282) is unrestricted on premises trading hours. Approved to operate at the following times:

#### Consumption on Premises

Day	Start Time	End Time
Monday	05:00 AM	05:00 AM
Tuesday	05:00 AM	05:00 AM
Wednesday	05:00 AM	05:00 AM
Thursday	05:00 AM	05:00 AM
Friday	05:00 AM	05:00 AM
Saturday	05:00 AM	05:00 AM
Sunday	05:00 AM	05:00 AM

#### Take Away

Day	Start Time	End Time
Monday	05:00 AM	12:00 AM
Tuesday	05:00 AM	12:00 AM
Wednesday	05:00 AM	12:00 AM
Thursday	05:00 AM	12:00 AM
Friday	05:00 AM	12:00 AM
Saturday	05:00 AM	12:00 AM
Sunday	10:00 AM	10:00 PM

### 6.2 GAMING SHUT DOWN PERIOD

Long Reef Golf Club has a six-hour gaming shutdown period between 03:00am-09:00am Monday, Tuesday and Thursday; and 02:00am-08:00am Wednesday and Friday to Sunday. **NOTE:** The Club proposes to remove the gaming machines post refurbishment.

### 6.3 LIQUOR SHUT DOWN PERIOD

The liquor licence for Long Reef Golf Club was issued prior to the six-hour liquor shut down period being introduced to new liquor licences and is therefore exempt from this requirement.

### 6.4 NON RESTRICTED AREA AUTHORISATION

#### Minors Authorised Area (Non-restricted area)

The whole of the licensed premises is authorised as a non-restricted area, excluding the Gaming Room. **NOTE:** The Club proposes to remove the gaming machines post refurbishment.

### 6.5 CLUB FUNCTIONS AUTHORISATION

1. 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 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.

2. 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 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 neighbourhood.

## **7 MINIMISING DISTURBANCE TO THE NEIGHBOURHOOD**

Long Reef Golf Club is located on the beachfront with only residential neighbours on the northern boundary of the property.

At all times the licensee of the venue shall consider the amenity of its neighbours, taking all reasonable measures to ensure that impacts, adverse to the surrounding environment, do not occur.

The licensee will take all reasonable measure to ensure that the behaviour of staff and patrons, when entering or departing the premises does not detrimentally affect the amenity of the neighbourhood.

The licensee will take all reasonable steps to ensure a pro-active response to recognised issues associated with licensed premises within the area such as -:

- a) Noise emanating from Licensed Premises (amplified and crowd noise);
- b) Persons urinating in the streets, car parks or private residential premises;
- c) Liquor bottles and other rubbish being strewn about the area; and
- d) Property theft and vandalism.

### **7.1 MANAGEMENT OF PATRONS WITHIN THE PREMISES**

The Club employs suitably qualified staff to monitor patron behaviour within the licenced premises, including RSA Marshals and licenced security personnel during peak periods.

During nights when the Club has entertainment, the Club employs licenced security officers to assist with the management of patrons within the Club.

Long Reef Golf Club strives to foster a culture and environment where patrons and staff feel safe and relaxed. This is achieved by implementing and maintaining various harm minimisation and customer protection measures, as outlined in the OMP and AMP documents.

### **7.2 MANAGEMENT OF PATRONS DEPARTING THE PREMISES**

The Club implements the following measures to manage the orderly departure of patrons from the Clubhouse:



- a) main reception situated in the lobby is staffed during all periods that dining is available to patrons. Staff manage patron arrival, sign in, inquires and departure during these times.
- b) In addition to staff notifying patrons, signage upon exit advises patrons to be considerate to neighbours by minimising noise.
- c) At times when Security is working, they may be tasked with conducting regular patrols of the carpark and surrounds to ensure that there are no persons loitering or causing a disturbance.
- d) After 10:00pm all patron departure from level one of the Clubhouse is via the rear stairs to the lawn east of the Clubhouse, away from the residential properties.

## 8 NOISE

### 8.1 MUSIC – BACKGROUND AND AMPLIFIED

All forms of entertainment will cease at 11:45pm. No forms of entertainment, musical or other shall be permitted between 12:00am (midnight) and 7:00am.

All background and amplified music played at the venue will be in accordance with and not exceed the prescribed levels outlined in the acoustic assessment.

### 8.2 DOORS AND WINDOWS

All windows and doors are closed during the playing of amplified music.

All windows and doors are closed after 10:00pm and before 7:00am, regardless of whether there is amplified music, background music or not.

### 8.3 OUTDOOR AREAS

Outdoor areas will be subject to the following patron capacities:

Area	Time	Capacity
Garden Terrace (GF)	7:00am to 10:00pm	96
	10:00pm to 12:00am	30
Covered Terrace Dining (GF)	7:00am to 12:00am	50
Members Terrace (GF)	7:00am to 12:00am	30
Terrace 1 (L1)	7:00am to 12:00am	20
Terrace 2 (L1)	7:00am to 12:00am	150
Members Terrace (L1)	7:00am to 12:00am	30

### 8.4 DELIVERIES AND LOADING DOCK

Use of the loading dock is limited to 6:30am to 10:00pm. All suppliers are advised deliveries outside of these times will not be accepted by the Club.

## 8.5 WASTE MANAGEMENT AND COLLECTIONS

Glass and general waste are not transferred from the Clubhouse to the waste collection area after 10:00pm and before 7:00am.

The Club's contract with the waste collection provider states collection of waste cannot occur after 9:30pm and before 7:00am.

Waste collection bins will be stored in the existing location on the southern side of the Clubhouse exterior.

## 8.6 MECHANICAL PLANT – AIR CONDITIONING, REFRIGERATION

All mechanical equipment will be selected to be low noise, with placement at the acceptable clearances from residential receivers. Screens/Acoustic barriers will be used as recommended by the acoustic engineer on plant & mechanical equipment.

## 9 COMPLAINT MANAGEMENT & RESOLUTION

In the event that a noise disturbance complaint is received directly at the venue, management of the venue will engage with the neighbour to resolve the complaint.

Management will endeavour to fully address any reasonable concerns of people in the surrounding area or other third parties without the involvement of Northern Beaches Council and/or NSW Police wherever possible.

Management will respond or meet with any complainants and endeavour to address and resolve any reasonable concerns. Long Reef Golf Club is a hub of the local community, and local residents have access to the Club to raise any concerns they may have.

Management will be contactable by telephone during operating hours, or by email outside of hours.

Any complaints made to the venue are to be recorded in the incident register, and such records are to include the complainant's details, nature of the complaint and action taken by the venue.

## 10 MANAGEMENT & STAFF

### 10.1 MANAGEMENT

The Club employs a General Manager, who reports to the Board of Directors on the day-to-day management of Club operations.

The General Manager leads the Executive Management Team consisting of four managers, each overseeing the day-to-day management of operations, senior managers and their respective departments.

## 10.2 STAFF

The Club employs over 80 staff to work within the Club operations including Golf Course maintenance, Golf Shop services, Club administration and Hospitality.

All staff are inducted, orientated and trained in the relevant disciplines, certificates and courses for the department of the Club they are employed to work in, including all legislative certifications required.

## 11 ALCOHOL MANAGEMENT PLAN

The Club will at all times have an Alcohol Management Plan (**AMP**) in effect to outline the control of measure for the sale and supply of liquor at the Club.

The AMP aims to reduce, and where possible eliminate, the impacts of antisocial behaviour by patrons both within the Premises and within the vicinity of the Premises.

### 11.1 RESPONSIBLE SERVICE OF ALCOHOL

Responsible Service of Alcohol (RSA) refers to the service, consumption, and promotion of alcoholic products in a manner that minimises the potential harm that may be caused by alcohol consumption to individuals, their families, and the community generally.

Long Reef Golf Club:

- a) recognises that it is against the law to serve any person to intoxication
- b) recognises that it is against the law to serve or supply alcohol to any person under the age of 18
- c) recognises that it is against the law to allow intoxicated, disruptive, or violent behaviour to occur on the premises
- d) seeks to ensure that no harm comes to patrons as a result of our service of alcohol
- e) strives to foster responsible service of alcohol practices amongst patrons and staff. This is achieved by implementing and maintaining various harm minimisation and customer protection measures as outlined the AMP.

### 11.2 RESPONSIBLE SERVICE OF ALCOHOL: POLICIES AND MEASURES

Long Reef Golf Club has adopted the following policies and measures to fulfil its stated RSA commitments:

- a) The Club offers a range of drinks on premises. These include a range of non-alcoholic beverages
- b) Complimentary water is provided at all times
- c) Food of a substantial nature is available at all times when the bar is trading
- d) Seeks to create an environment that discourages drunken, disruptive, or violent behaviour

- e) Does not seek to encourage rapid or excessive consumption of alcohol through pricing
- f) Does not sell shots, bombs, slammers, or any drink designed to be consumed rapidly
- g) Low alcohol beers and non-alcoholic beverages are stocked and promoted
- h) The Club displays all RSA signage required under NSW law
- i) The Club regularly participates in voluntary NSW Police or Liquor and Gaming NSW initiatives or programs about alcohol, such as the prevention of drink driving and the “Fail to Quit” legislation
- j) All staff involved in the sale or supply of alcohol have completed the training course approved by Liquor and Gaming NSW titled Responsible Service of Alcohol and maintain a valid Responsible Service of Alcohol card
- k) Management and staff will take all reasonable steps to manage the behaviour of patrons whilst at, and when they enter and leave the premises. This includes no loitering of persons in the immediately vicinity of the premises who have been refused entry or asked to leave the premises.

## 12 FUNCTIONS

### 12.1 FUNCTION HOSTING AGREEMENT

All functions hosted by the Club are required to agree to the Function Booking terms & conditions. These terms and conditions address event duration, alcohol management, guest behaviour, noise restrictions, licencing laws, smoking, security, set up & pack down timings.

## 13 PARKING AND TRAFFIC MANAGEMENT

### 13.1 CLUB CARPARK

The Club’s carpark will not be impacted by the development. The following will apply to the carpark:

- a) Car spaces reserved for officeholders will change to unreserved car spaces
- b) Three accessible car spaces will be located at the entry of the drop off/pick up driveway
- c) The carpark contains separate entry and exit points.
- d) Entry to the carpark will be from the existing entry at the intersection of Anzac Avenue and unnamed road
- e) Exit from the carpark will be onto unnamed road
- f) Traffic direction is one-way north to south
- g) Signage at the entry to the carpark notifies users that the carpark is for patrons of Long Reef Golf Club

### 13.2 OVERFLOW CARPARK

The Club's overflow carpark will be formalised to the east of the public parking spaces reserved for trailers at Fishermans Beach, within the Club's boundary. An additional 24 spaces will be available 7 days per week for patrons accessing the Golf Course and Clubhouse.

Staff will be required to park at the Maintenance Depot during peak periods and special events, maximising parking opportunities for patrons.

### 13.3 DROP OFF AND PICK UP

The new driveway entry from Anzac Avenue will provide an option for patrons to pull up at the front entry of the Club to drop off or pick up guests, without the cause of traffic or pedestrian congestion in the carpark or roadway into the carpark.

The drop off/pick up driveway allows patron to enter and exit the Club in adverse weather conditions with minimal inconvenience.

Traffic direction is one-way (north to south) through the drop off/pick up driveway resulting in all lights from motor vehicles being directed at the Golf Course, avoiding the residential properties to the north.

### 13.4 RIDE SHARING/SERVICE AVAILABLE

Ride share "pick-up zone" will be pinned on all ride share services for pick up/arrival at the rear of the Clubhouse (between Clubhouse and boat ramp), to ensure departure from the premises minimises disturbance to neighbouring properties.

### 13.5 DELIVERIES/LOADING ZONE

The plan contains a dedicated deliveries point (loading zone) at the entry to the 'back of house' of the Clubhouse.

The loading zone is adjacent to the driveway exit, providing a clear path for delivery vehicles to access safely, with full vision of pedestrians and other road users.

Deliveries will be managed through suppliers and ordering practices, reducing the frequency of deliveries based on increased 'back of house' storage facilities.

### 13.6 BIKE PARKING

An area is dedicated for patrons to park and secure bicycles as an alternative mode of transport.

## 14 SECURITY

### 14.1 SECURITY GUARDS

The Club requires licensed security personnel to be present for the duration of evening events or as deemed necessary by the Club at its discretion. The Club will engage with an external security company to conduct this service. Licensed security personnel are required to assist with Responsible Service of Alcohol and to ensure all guests depart safely and respectfully at the conclusion of the event whilst minimising noise for our neighbours.

### 14.2 SECURITY PATROLS

The Club's contracted security provider frequently patrols the premises outside of the Club's hours of operation. The patrol ensures the buildings are secured after staff departure as well as monitor and deter trespassing on the premises.

## 15 CLOSED CIRCUIT TELEVISION (CCTV)

### 15.1 CCTV POLICY STATEMENT

Long Reef Golf Club operates its CCTV equipment for lawful purposes only, including the assistance this gives the Police and the Courts in providing them with information to detect, evidence and pursue criminal activity. CCTV information is not used for any other purpose and The Club abides by the Australian Privacy Principles, set down in the Privacy Act 1988 (Cth).

Long Reef Golf Club recognises that the CCTV system is a valuable resource which deters anti-social behaviour and crime on and near the venue, assists management to monitor staff and patron behaviour, and facilitates the investigation and resolution of incidents arising on site.

### 15.2 RETENTION OF CCTV

All data will be retained for a minimum of 30 days, unless required to be kept longer in accordance with a direction by Police, Liquor and Gaming Inspectors, or other authorised Regulatory Officers.

Long Reef Golf Club may also retain data longer than 30 days at its own discretion.

### 15.3 PROVIDING CCTV TO POLICE AND OTHER REGULATORY BODIES

Access to CCTV information will only be provided for Courts and Police agencies. The only other permitted access is for maintenance, management and development of the Club's CCTV equipment in accordance with LRGC By-Laws: Section 36.

Authorised Personnel shall ensure that any requested recording, if it exists and irrespective of whether it is within the 30-day period, is made available.

## 16 MAINTENANCE

The premises including all external areas within the Club's boundary, the exterior of the building and internal Clubhouse shall be kept in a clean and tidy condition, being regularly maintained to the satisfaction of the Club.