

ATTACHMENT 4: PLAN OF MANAGEMENT



Plan of Management

April 2025

Part 1 – Purpose

- 1 This *Plan of Management* is to be implemented to ensure that Raymond Terrace Bowling Club Cooperative Limited operates at all times, in a way that is considerate of the neighbours, and does not disturb the quiet and good order of the local neighbourhood.

Part 2 – Hours of Operation

- 2 The Club has condition on the Licence that states that:

Liquor must not be sold or supplied between midnight and 5am on more than twelve occasions with any 12 month period. This condition does not limit or prevent extended trading during the following periods:

- 1 between midnight and 2am on 1 January each year, and
- 2 during any period when the club would otherwise be authorised to sell and supply liquor in accordance with section 13 of the Liquor Act 2007.

The club's current hours of operation (which are subject to change are):

Sunday to Thursday 9.00am to 11.59pm

Friday & Saturday 9.00am to Midnight

Part 3 – Responsible service of Alcohol

- 3 The Club has procedures and staff training in place to ensure that liquor is served responsibly. This includes preventing intoxication on premise and refusing entry to anyone already intoxicated. Banned individuals are not permitted entry and minors are accompanied by a responsible adult. The Club also has resources in place to respond to quarrelsome and anti-social behaviour.
- 4 All Club operational staff must obtain and display on request an RSA competency card. The Club will maintain a register containing evidence of all current staff RSA training.
- 5 The club must adhere to all Liquor and Gaming NSW requirements relating to the sale of liquor.

Part 4 – Responsible conduct of Gaming

- 6 The Club has procedures and staff training in place to minimise the harm associated with gambling among patrons and ensure the Club takes proactive steps to prevent and address problem gambling.
- 7 The Club has a separate Gaming Plan of Management to comply with the requirements of the Responsible Conduct of Gaming legislation.

Part 5 – CCTV

- 8 Closed circuit television cameras are installed throughout the Club premises and are checked regularly to ensure the system is operating correctly.

Part 6 – Noise

- 9 At all times, the club premises shall consider the amenity of its neighbours and shall take all reasonable measures to ensure that the surrounding area is not subject to adverse impacts as a consequence of operational activities.
- 10 The Club premises will take all reasonable measures to ensure that the behaviour of staff and patrons when entering or leaving the premises does not detrimentally affect the amenity of the precinct. Club management shall be vigilant to ensure that patrons leaving the premises and its vicinity will do so in a quiet and orderly manner.
- 11 The Club maintains a “Neighbourhood Complaint” register and records all complaints made in respect of the operation of the Club. The Club shall take all complaints seriously and where necessary implement such reasonable action to ensure that the activity which is the subject of the complaint does not reoccur and will advise the complainant of the action taken. The Club will proactively take regular decibel readings from time to time to confirm excessive noise is not coming from the Club. These decibel readings are recorded and kept by the club.
- 12 The LA10* noise level emitted from the licenced premises shall not exceed the background noise level in any Octave Band Centre Frequency (3 1.5Hz – 8 kHz inclusive) by more than 5dB between 7:00am and midnight at the boundary of any affected residence.
- 13 There is to be no Club deliveries / garbage / bottle/recycling/disposal/removal or cleaning outside the licenced premises after 10:00pm or before 7:00am Monday to Sunday and Public Holidays.

Part 7 – Security

- 14 Suitably qualified uniformed security personnel will be employed when considered necessary by the Licensee of the Club.
- 15 Security personnel will display their security licence while performing their duties.
- 16 Security personnel will ensure patrons do not loiter or linger in the area or cause nuisance or annoyance to the neighbourhood after leaving the Club.
- 17 An incident register is to be kept on the premise and any incident involving any staff member (or security guard if any) and the physical contact, physical restraint, or ejection

of a member of the public from the premises must be recorded in the register and must include the names of staff (or security if any) involved. This register is to be made available to the Police upon request.

- 18 The Club premises implement a Crime Scene Preservation Policy that include in all emergency training. The Crime Scene Preservation Policy will include the following:
 - a. Immediately after the Approved Manager or other senior staff member of the Club becomes aware of an incident involving an act of violence causing an injury to a person on the premises, the Approved Manager or other senior staff member will:
 - i. Take all practical steps to preserve and keep intact the area where the act of violence occurred and retain all material and implements associated with the act of violence in accordance with the Crime Scene Preservation Guideline issued by the NSW Police.
 - ii. Make direct and personal contact with the Local Area Commander or his/her delegate; and
 - iii. Comply with any directives given by the Commander or delegate to preserve or keep intact the area where the violence occurred.
- 19 The Club premises has an emergency and evacuation management plan and holds regular evacuation simulations and staff training.

Part 8 – Catering and Functions

- 20 The Club includes a dedicated Functions Area. It will be an integral part of the Club's business to promote, market and host functions in the Club.
- 21 All functions hosted in the Club will be hosted in accordance with this Plan of Management.
- 22 The Club will adhere to all requirements as stated by Food Standards Australia and New Zealand, NSW Health Department and Local Council Health Officers.

Part 9 – Amenity of the Neighbourhood

- 23 A permanent sign will be erected at the exit of the building advising patrons to leave quietly and not disturb the neighbourhood
- 24 There will be one designated and clearly marked entry and exit point for the venue. Signage and staff will direct patrons towards these exit points at the end of trade. All other exit points will be locked an hour prior to the cessation of trade to ensure only one entry/exit point is operational.
- 25 Staff will be stationed near the exit point at the cessation of trade to monitor flow and ensure that patrons move in an orderly fashion.
- 26 Clear announcements will be made at the cessation of trade reminding patrons to leave in a quiet manner and not to disturb the neighbourhood when exiting.

- 27 Designated pick up and drop off points will be used for both taxi and courtesy bus collection points near the exit point.
- 28 A wait area will be available inside the venue for those people waiting on their transportation service (courtesy bus/taxi/uber). This will be monitored by staff.
- 29 Staff will monitor all external areas during trade to ensure there are no patrons loitering or being a nuisance to neighbours. Any patron being a nuisance and refusing to leave the premise as directed will result in the engagement of the police to remove nuisance patrons.
- 30 Surveillance cameras will be placed around the venue, particularly near exits and surrounding streets to monitor loitering and anti-social behaviour.

Part 10 – Access from Hotel to Club

- 31 Access to Raymond Terrace Bowling Club will be guided by the Registered Clubs Act 1976. All patrons need to be a temporary member, guest of a member or member of the Club to access the Club premises, which includes the gaming room.
- 32 Any patron who stays in the hotel will be offered social membership of Ramond Terrace Bowling Club.
- 33 Direct access from the hotel to the club (via the outdoor deck) will only be available to members of Raymond Terrace Bowling Club. Members will have to swipe their card at the access door between the hotel and the club premise to gain entry to the club premise which includes the gaming room. Each access via this door will be recorded via the membership software.
- 34 Visitor access to the club premises, which includes the gaming room, will only be available via the main entry where visitors will need to sign into the visitors register at the reception desk as a temporary member.
- 35 Access to the gaming room is restricted and subject to oversight by the CEO, Management Team, and all rostered staff. Any instance involving a minor on the gaming floor will be addressed in strict accordance with the procedures outlined in the Club's Gaming Plan of Management.

Part 11 – General

- 36 Ongoing review of this document may be undertaken to ensure that the Plan of Management remains relevant to the operation of the Club and that if issues arise can they be managed into the future.

Prevention of Intoxication on Licensed Premises Management Plan

Objectives of Management Plan

Under section 73(2) of the Liquor Act 2007 (**Act**) it is unlawful for a licensee or staff member to sell or supply liquor to an intoxicated person on licensed premises. The maximum penalty is \$11,000 and a breach of the section that can result in a “Strike Offence” under Part 9A of the Act.

A person is intoxicated if:

- a) the person’s speech, balance, co-ordination, or behaviour is noticeably affected, and
- b) it is reasonable in the circumstances to believe that the affected speech, balance, co-ordination, or behaviour is the result of the consumption of liquor.

Under section 73(1)(a) of the Act, it is unlawful for a licensee to permit intoxication on a licenced premises. The maximum penalty is \$11,000 and a breach of the section can result in a “Strike Offence” under Part 9A of the Act.

A licensee is deemed to have permitted intoxication if an intoxicated person is on the licensed premises (see section 73(4) of the Liquor Act 2007), unless the licensee can prove:

- a) the licensee or staff:
 - a. asked the intoxicated person to leave the premises, and
 - b. contacted, or attempted to contact, the Police for assistance in removing the person from the premises, and
 - c. the person was refused further service of liquor, or
- b) the licensee or a staff member had taken the steps set out in guidelines issued by the Secretary, NSW Trade & Investment under section 73(5A) of the Liquor Act 2007, or
- c) The intoxicated person did not consume liquor on the licenced premises.

Under section 73(5A) of the Act the Secretary, NSW Trade & Investment, has issued “Guidelines” to assist licensees and staff in determining whether a person is intoxicated. These guidelines are available at <https://www.liquorandgaming.nsw.gov.au/documents/gl/gl4002-prevention-of-intoxication-on-licensed-premises-guidelines-feb-2023.pdf>. The purpose of the guidelines is to describe the steps that the Club staff must take in circumstances where the Club wishes to be able to rely upon the defence in section 73(4)(a1) to establish that intoxication was not permitted on the Club’s licenced premises.

Where a licensee seeks to rely upon this defence, it will be necessary to demonstrate that each of the steps in the guidelines were followed at the time that the offence of permitting intoxication was alleged to have occurred.

The Guidelines contain three (3) steps, the third (a) being the requirement for the Club to implement a written document (such as a plan or policy) containing specific information.

This Management Plan is prepared and implemented in accordance with the Guidelines.

The Club implements and practices the Responsible Service of Alcohol in compliance with this Management Plan.

It is the aim of the Club, in adopting the provisions of this Management Plan, to

- a) Minimise harm associated with misuse and abuse of liquor (including harm arising from violence and other anti-social behaviour) on the club's premises, and
- b) Encourage responsible attitudes and practices towards the promotion, sale, supply, service, and consumption of liquor on the Club's premises.

Management accepts that the minimising of harm not only applies to our patrons, but also to the residents of homes located within the vicinity of the Club's premises and to others who are also members of our local community.

1. Selling supplying and promoting liquor responsibly

Not sell or supply liquor to an intoxicated person (under section 73(2) of the Liquor Act 2007)

What is intoxication?

The Act states that a person is **"intoxicated"** if:

- a) The person's speech, balance, co-ordination, or behaviour is noticeably affected and
- b) It is reasonable in the circumstances to believe that the affected speech, balance, coordination, or behaviour is the result of the consumption of liquor.

The above definition of "intoxication" is not an exhaustive list of the signs of intoxication. The Secretary, NSW Trade & Investment has also issued guidelines to assist in determining whether or not a person is intoxicated for the purpose of the Act.

Refusal of Service

Under Section 73(2) of the Liquor Act 2007 (**Act**) it is unlawful for a licensee or staff member to sell or supply liquor to an intoxicated person on licensed premises. The maximum penalty is \$11,000 and or 12 months imprisonment and breach of the section can result in demerit points being incurred.

Refusal of service to a patron who is showing signs of "intoxication" is a fundamental aspect of the responsible service of liquor. The refusal of service in circumstances where the law requires refusal can be difficult. Individual patrons and some sections of the public do not readily accept that such refusals are obligatory and that the failure to staff to apply the law could place the Club's licence in jeopardy or result in charges being laid against the Club, its employees, or agents.

To minimise any potential hostility or anti-social behaviour on the part of a patron who has been refused service, such refusals should always be done in a professional, polite, discreet but firm manner and where appropriate the reasons for refusal or service should be explained to the patron.

Where refusal of service takes place the person or persons who have been refused service must be requested to leave the club's premises. If the person/s refuse to leave at the request of the Approved Manager, or other staff member, other persons including the Police must be asked to remove the person using such force as may be necessary.

Under the Act it is the duty and obligation of Police at the request of the Approved Manager or other staff member to remove an intoxicated, quarrelsome, or disorderly person from the premises.

Club management will support staff in the refusal of service by providing:

- a) a senior staff member will be available at all times to assist operational staff in the refusal of service.
- b) Diversionary and alternative strategies to minimise conflict when service is refused.
- c) Appropriate signage prominently displayed within the Club's premises emphasising the Club's and the staff duties under the Act to refuse service.

No staff will be directed to sell or supply liquor to a person if the staff member reasonably believes that the person is intoxicated. The Act provides that a person is "intoxicated" for the purposes of the Act if that person's speech, balance, coordination, or behaviour is noticeably affected by liquor.

2. Obligations relating to responsible service of alcohol training and the availability of free water.

Training

Management will ensure the proper and regular training of all bar staff in the responsible service of alcohol. Management requires and encourages all staff to undertake appropriate training to a level that is commensurate with their roles and duties at the Club. All staff involved in the sale, supply, or service of alcohol on the Club's premises and all crowd controllers and bouncers must:

- a) Hold a current recognised competency card or existing RSA Certificate, or
- b) Have been granted a valid interim RSA certificate within the previous 5 years.

In order to demonstrate its commitment to training, the Club adopts the following training requirements:

Approved Manager

The Chief Executive Officer of the Club will attend and successfully complete an accredited training course in Responsible Service of Alcohol.

Bar Manager/Supervisors

Bar Managers and Supervisors are required to attend and successfully complete an accredited training course in Responsible Service of Alcohol.

Practical encouragement will be given, and opportunities offered to the Bar Manager and Supervisors to attend or participate in additional accredited training courses relevant to their position and duties at the Club.

Liquor Service Staff

All liquor service staff on appointment must have undertaken an approved Responsible Service of Alcohol course. All liquor service staff will be given an introduction to and instructions in the principles of Responsible Service of Alcohol and this Management Plan.

On-Going Training

Responsible Service of Alcohol and Liquor Licensing issues will be included as an agenda item at all staff meetings. Issues of concern regarding the Implementation for this Management Plan and Responsible Service of Alcohol measures generally will be open for discussion at staff meetings.

Responsible Service of Alcohol and Liquor Licensing issues will be incorporated into training sessions involving all employees. Training will be provided by in-house personnel, qualified trainers and others and will cover all matters relating to the responsible service of liquor and its implementation within the Club.

Minors

Management undertakes that it will support staff refusing service to and/or denying a patron access to the Club's premises and will facilitate that patron's removal from the Club's premises, if the staff member has reason to believe that the patron is a minor and that the minor is not at the Club's premises as the guest of a temporary member who is a responsible adult.

The Approved Manager and staff will have reason to remove a patron from the premises whom they suspect to be a minor if that patron cannot produce acceptable ID verifying their age, or if the patron is confirmed to be a minor and does not fall within one of the exceptions listed above.

An acceptable ID will only include the following documents:

- a) A current Australian driver's licence with a photograph.
- b) A current passport with a photograph.
- c) NSW Photo Card issues by RMS; or
- d) A current proof of age card issued in another State or Territory.

Management will display appropriate signage on the Premises which explains the law in respect of minors being on licensed premises.

The Approved Manager and a staff member or agent of the Licensee is an "authorised person" under the Act and such is authorised to ask a suspected minor to produce evidence of their age.

If the minor does not satisfy the Approved Manager, staff member or agent as to their age, or if the ID produced is not acceptable, the staff member is legally entitled to ask the suspected minor to leave the Club's premises and can remove the minor (or ask any other person to do so) using such force as may be necessary. The minor commits an offence if he or she does not leave the premises.

Staff should be aware that although there may be controlled access to the Club's premises, and it is intended that ID will be required of any person seeking to enter the premises who is a young-looking person there is still an obligation on serving staff to be sure that no minor is sold or supplied with liquor.

Staff who suspect that:

- a) A minor (who does not fall within one of the exceptions listed above) is present on the Club's premises; or

- b) A minor has attempted to purchase liquor or is consuming liquor,

should request the production of an acceptable ID by the suspected minor and if no acceptable ID is produced the suspected minor should be immediately refused service and asked to leave the Club's premises. The assistance of Approved Manager, Bar Manager, Supervisory staff, or security staff, if any, should be obtained if the suspected minor refuses to leave.

Staff must not:

- a) Sell or supply alcohol to minors on or off the Club's premises.
- b) Permit a minor to consume alcohol on the Club's premises.
- c) Permit alcohol to be sold or supplied to a minor on the Club's premises; or
- d) Permit alcohol to be sold to a person who is purchasing or obtaining alcohol on behalf of the minor on licensed premises.

Drinking Water

The Club will ensure that drinking water is, at all times while alcohol is sold or supplied for consumption on the premises, available free of charge to patrons at or near the point of service at which, or by the same means of service by which, alcohol is sold or supplied on the premises.

3. Alcohol is not sold, supplied, or promoted in a manner that is inconsistent with the Liquor Promotion Guidelines issued by the Secretary, NSW Trade & Investment, under section 102(4) of the Liquor Act 2007

Liquor Promotion Guidelines

The Club aims to comply with the Liquor Promotion Guidelines in that it does not promote liquor in a manner that:

- a) Has a special appeal to minors, because of the designs, names, motifs, or characters in the promotion are, or are likely to be attractive to minors or for any other reason.
- b) Is indecent or offensive.
- c) Involves the use of non-standard measures that encourage irresponsible drinking and are likely to result in intoxication.
- d) Uses emotive descriptions or advertising that encourages irresponsible drinking and is likely to result in intoxication.
- e) Involves the provision of free drinks or extreme discounts, or discounts for a limited duration that creates an incentive for patrons to consume liquor more rapidly than they otherwise might.
- f) Encourages irresponsible, rapid, or excessive consumption of liquor.
- g) Is not otherwise considered to not be in the public interest.

The Liquor Promotion Guidelines are available at <https://www.liquorandgaming.nsw.gov.au/documents/gl/gl4001-liquor-promotion-guidelines.pdf> . A copy of the Guidelines will be maintained at the Club at all times.

Advertising and Drink Promotions

No advertising will be displayed, nor will incentives be promoted at the Premises which encourage patrons to consume liquor in a manner that is considered irresponsible. While maintaining responsible service of alcohol, the Club will prohibit promotional material, including but not limited to:

- a) Drinks that offer alcohol in non-standard measures and/or by virtue of their emotive titles such as “laybacks”, “shooters”, “slammers”, “test tubes”, “blasters”, and their method of consumption encourage irresponsible drinking habits and are likely to result in rapid intoxication.
- b) Drink cards that provide a multiple of free drinks, extreme discounts, or discounts of limited duration on a given day or night and have a capacity to be readily stockpiled by patrons or transferred to other patrons. In other words, the drink card must not, by design or potential misuse, create an incentive for patrons to consume alcohol more rapidly than they otherwise might.
- c) Promotions for a limited duration, in which excessive discounts is the enticement for people to consume liquor on the premises and which may encourage the irresponsible consumption of liquor.
- d) Any labelling or titling of promotions that may encourage patrons to consume liquor irresponsibly and excessively to an intoxicated state.
- e) The refusal to serve half measures of spirits on request or provide reasonably prices non-alcoholic drinks.
- f) Any promotion that encourages a patron to consume liquor excessively – “all you can drink offers”, “free drinks for women”, “free drinks for women all night”, “two for one” – and to consume it is an unreasonable time period.
- g) Staff will discourage and deter patrons from indulging in activities within the premises that have been identified as being of the kind that are likely to lead to binge or irresponsible drinking of liquor.
- h) Staff are to encourage the consumption of non-alcoholic, “light” or low alcohol drinks.
- i) Staff are to promote the consumption of food by patrons.
- j) Staff are to indicate a willingness to serve half measures of spirits.

4. Monitoring liquor consumption and patron behaviour

- a) the licensed premises is operating under the direct supervision of the licensee or appropriately experienced supervisory staff whenever alcohol is being sold and supplied.

At all times in which alcohol is being sold and supplied on the Club’s premises, the Club will operate under the direct supervision of the Approved Manager or appropriately experienced Duty Manager/s or Supervisor/s.

- b) Alcohol consumption by all patrons is actively monitored by the licensee or staff.

Club Staff are expected, for the purposes of the responsible service of alcohol, to actively monitor and identify at an early stage, patrons whose behaviours may appear to be affected by alcohol and patrons who are consuming alcohol irresponsibly and, in a manner, likely to result in intoxication.

Staff who consider that a patron is or may be nearing intoxication, suspect that a person may be intoxicated or consuming alcohol irresponsibly and, in a manner, likely to result in intoxication should bring the matter to the attention of the Supervisor or Bar Manager to confer and assess the patron's state.

- c) Intervention occurs when the licensee or a staff member becomes aware that a patron is consuming liquor irresponsibly and, in a manner, likely to result in intoxication.

Where the staff and supervisor or Bar Manager form the view that a patron is consuming alcohol irresponsibly and, in a manner, likely to result in intoxication the staff, Supervisor or Bar Manager will immediately implement the steps referred to above in this Management Plan including ceasing service of alcohol to the patron.

Where a patron is identified as consuming alcohol irresponsibly and in a manner likely to result in intoxication, and the steps are taken in accordance with this Management Plan, the fact will be recorded in the Club's incident register.

- d) Intervention occurs when the licensee or a staff member becomes aware that a patron is intoxicated to prevent the person from consuming alcohol and to request that person to leave the premises.

Where the staff and Supervisor or Bar Manager form the view that patron is showing signs of intoxication, the staff, Supervisor or Bar Manager will implement steps to prevent the person from consuming alcohol and request the person to leave the premises.

It is important that patrons who are refused service or who are asked to leave are dealt with in a professional but firm manner. The patron/s should be directed to the provisions of the Responsible Service of Alcohol House Policy in force at the Club's premises and assistance to obtain taxis should be offered.

Where a patron is identified as showing signs of intoxication, and the steps are taken in accordance with this Management Plan, the fact will be recorded in the Club's incident register.

5. Implementing harm minimisation measures

- a) the availability of free drinking water is actively promoted to patrons throughout the licensed premises.

The Club makes free drinking water available at all times. Jugs of water and drinking vessels are available on request in the Club by patrons wishing to drink water.

Bottled still and sparkling water is available for purchase.

- b) action is taken to make patrons aware of the availability of non-alcoholic and low strength alcoholic beverages in the licensed premises.

The Club promotes non-alcoholic and low strength alcoholic beverages in the licensed premises.

Drinks menus and signage throughout the Club is intended to promote non-alcoholic and low strength alcoholic beverages.

- c) Any requirements under the Liquor Act 2007 relating to the provision of food on the licensed premises are complied with in a manner consistent with the reasonable requirements, expectations and demands of the patrons of the premises.

The club ensures that liquor is only consumed with or ancillary to the consumption of food in the Club. Food is available at all times when alcohol is being sold for consumption on the Club's premises.

GAMING PLAN OF MANAGEMENT

The purpose of Raymond Terrace Bowling Club Cooperative Limited's (the Club) Gaming Plan of Management is to provide guiding principles for day-to-day self-regulation and management of gaming and wagering operations of the licenced premises. This is at the discretion of the Club Board of Directors and Club Management while underpinning the Club Liquor Licence authorities and conditions and responsible conduct of gaming principles.

The Plan of Management is an active document that may, from time to time be adjusted or updated, or modified of information where necessary in and in consultation with Port Stephens-Hunter Police District Licensing.

The Plan of Management should not be interpreted as a mandatory set of additional conditions on the Club Licence that removes the reasonable use of discretion as operational circumstances require. It will serve as an aide for Club Management and staff in delivering service and safety to Club members, visitors, and staff.

The Plan of Management provides an overview of the Club's mandatory and voluntary operational, management and compliance strategies. This will ensure effective implementation and compliance with the provisions of the Gaming Machine's Act 2001 and Regulations, Registered Clubs Act 1976 and Regulations, and the Independent Liquor Gaming Authority (ILGA) guidelines and the conditions of the Club Licence as they relate to the responsible service of gaming and wagering.

The Plan of Management is supplemented by a range of documented procedural measures in the form of policy procedures and guidelines developed and adopted by the Club.

The Plan of Management also identifies key venue management functions responsible for assuring the responsible service of gaming and harm minimisation strategies adopted by the Club to ensure the safety and wellbeing of patrons, staff, and the community.

This Gaming Plan of Management was reviewed by the Board of Raymond Terrace Bowling Club Cooperative Limited on 26 June 2024.

Contents

PART 1 – PREAMBLE	3
Purpose and Intent	3
PART 2 – OVERVIEW	3
Liquor Licence	3
Venue Floor Plan	3
Licensee	3
Key Staff.....	4
CEO	4
Operations Manager	4
Bar Manager	4
Accounts Manager.....	4
Bar Personnel.....	5
Gaming Machine Shut Down Hours.....	5
Gaming Machine Details.....	6
PART 3 – RCG CARDS AND INCIDENT REGISTER	6
Register – RSA and RCG Cards	6
Gaming incident Register.....	6
PART 4 – HARM MINIMISATION MEASURES	7
Checklists.....	7
Minors – Unaccompanied Minors and Preventing Underage Gambling.....	11
Problem Gambling Counselling Service.....	13
Self-Exclusion	13
Partial Self Exclusion	14
Online Self Exclusion.....	14
Third Party Concern	14
Club Initiated Exclusions	14
PART 5 – SIGNAGE.....	15
PART 6 - STAFF TRAINING	15
PART 7 – WORKING WITH LOCAL STAKEHOLDERS	15
Key Contacts.....	15
Port Stephens-Hunter Police District Licensing	15
ClubSAFE	16
PART 8 – AGREEMENT	17

PART 1 – PREAMBLE

Purpose and Intent

The purpose and intent of the Club voluntarily adopting the framework of the Liquor and Gaming NSW advocating Gaming Plan of Management is:

- To ensure compliance with the conditions of the Club's Liquor Licence
- To mitigate the potential for harm that may be caused by gambling to individuals, their families, and the community generally that may evolve from non-compliance with Registered Club Legislation, regulations, and conditions of the Club's Liquor Licence
- To clearly identify operational and management roles and responsibilities in ensuring the effective Responsible Conduct of Gaming (RCG) and related patron and staff security and safety practices at the Club.
- To identify at a high level, a system of mandatory and voluntary RCG related policies.
- To have procedures available to employees to ensure compliance with effective and appropriate responses to RCG related incidents. This will guide and train staff members and to assist in identifying gaps in Club Operations.
- To effectively demonstrate the commitment to the Club's Board of Directors, the CEO, Approved Manager, and staff generally to the ideals of RCG and harm minimisation.

PART 2 – OVERVIEW

Liquor Licence

A copy of the Club's Liquor Licence and conditions is kept within the Club's Compliance folder located in the Main Bar and Office.

Venue Floor Plan

The current approved floor plan is kept in the Compliance folder. Non restricted area Authorisation:

Lower Level: Foyer, Board Room Change Rooms, Amenities

Upper Level: Dining Area, Auditorium, Pre-function Area, Function Rooms 1 & 2, Viewing 2 Area, Amenities

Licensee

Name: Raymond Terrace Bowling Club Cooperative Limited

Licence Number: LICQ300242390

Start Date: 16 March 1951

ABN: 114 688 263 25

Address: 2 Jacaranda Avenue RAYMOND TERRACE NSW 2324

Telephone number: 02 4987 2404

Email: enquiries@rtbc.com.au

Website: www.rtbc.com.au

Key Staff

CEO

Name: Jason Stokes

Approved By ILGA: 29 April 2016

Address: Jacaranda Avenue RAYMOND TERRACE NSW 2324

Email: jason@rtbc.com.au

Phone: 02 4987 2404

RSA/RCG Card # & Expiry: 10063393 Exp 10 April 2027

Operations Manager

Name: Tara Ball

Roster: Monday to Friday 8am to 4.30pm

Email: tara@rtbc.com.au

RSA/RCG Card # & Expiry: 10074621 Exp 15 May 2027

Bar Manager

Name: Shaun Gordon

Roster: Monday to Friday 8am to 4.30pm

Email: shaun@rtbc.com.au

RSA/RCG Card # & Expiry: 10090225 Exp 26 June 2027

Accounts Manager

Name: Jaki Shipp

Roster: Monday to Friday 8am to 4.30pm

Email: jaki@rtbc.com.au

RSA/RCG Card # & Expiry: 10458727 Exp 30 June 2026

Bar Personnel

Name:	Janine Sobkow
Job Title	Supervisor
Roster	Rotating
RSA/RCG Card # & Expiry:	10063401 Exp 15 April 2027
Name:	Tim Twining
Job Title	Supervisor
Roster	Rotating
RSA/RCG Card # & Expiry:	10203041 Exp 17 June 2028
Name:	Sharon Abbott
Job Title	Relief Supervisor
Roster	Rotating
RSA/RCG Card # & Expiry:	10203029 Exp 17 June 2028
Name:	Debra Mcelhinney
Job Title	Relief Supervisor
Roster	Rotating
RSA/RCG Card # & Expiry	10771396 Exp 7 March 2028

All Bar Personnel can be contacted by calling the club on 02 4987 2404:

Gaming Machine Shut Down Hours

Monday	3.00am – 9.00am
Tuesday	3.00am – 9.00am
Wednesday	3.00am – 9.00am
Thursday	3.00am – 9.00am
Friday	3.00am – 9.00am
Saturday	3.00am – 9.00am
Sunday	3.00am – 9.00am
Public Holiday	4.00am – 10.00am

Gaming Machine Details

LGA Classification	Country
Band	3
Gaming Machines on Floor	86
Gaming Machine Entitlements	88

PART 3 – RCG CARDS AND INCIDENT REGISTER

Register – RSA and RCG Cards

All staff are required when on duty to be able to produce their RSA and RCG cards when requested.

Regular checks are made by Club Managers to ensure all staff can produce their RSA/RCG cards when requested. Copies of all staff members competency cards are held in the Compliance folder at the bar and in the main office.

Gaming incident Register

Incident Register	Maintained manually through the Incident report book which is held in the safe. This is accessible by Senior Management, Bar Supervisors and Gaming Staff
Procedure	The Club has an inhouse procedure “Gaming Incident Procedure”, which clearly identifies the incidents to be recorded in the incident register and the information required.
Person responsible for updating the register	The Bar Manager, Club Supervisors and Gaming staff are responsible for ensuring the register is completed as outlined in the Club’s Gaming Incident Procedure as soon as reasonably practical.
Types of Incidents recorded	<ul style="list-style-type: none">• Request for self-exclusion.• Request for third party self-exclusions.• Signage issues noted by staff and steps taken to rectify.• Patrons who often gamble for long periods without a break• Patrons who show signs of distress• Aggressive behaviour (hitting/kicking machine, swearing etc)• Significant increase in spending pattern• Has run out of money when leaving the venue.• Leaving children unattended• Complains to staff about losing or blames venue/staff for losing.• Breaches of self-exclusions by patrons• AML/CTF related issues• Soliciting monies

PART 4 – HARM MINIMISATION MEASURES

The Licensee/Secretary and staff acknowledge that while most members and guests participate in gambling activities in a socially enjoyable and harmless manner, gambling can create problems for some individuals.

The Club therefore aims to deliver, advertise, and promote gaming services in a lawful and responsible manner, having regard to the potential harm that may be caused by gambling and the community concerns about the potential harm that may be caused by gambling and the community concerns about the conduct of gambling. The Club urges all patrons to gamble responsibly.

Checklists

Legislative Requirements	
Venue gambling signage and information, and internal self-audit strategies	YES Gambling contract cards above and beyond what is required, with cards available at a minimum of one end of every bank. Self-Audits are carried out bi-annually and reported to the CEO and Auditors
Procedure for assisting patrons with accessing self-exclusion schemes and counselling services	YES A member of staff is available while the club is open to facilitate self-exclusion of patrons and help contacting counselling services
Strategies to prevent minors from gambling	YES If a person who looks under 25 is found in the gaming area, proof of age will be requested and if the person is found to be underage, or unable to produce proof of age, the person will be asked to leave the Club.
Controls around gaming related advertising	YES Gaming related advertising cannot be seen outside the club venue. Checks on advertising material are carried out by several people to ensure legislation is being adhered to before being distributed to the public.
Policies on Cashing Cheques, prize winning cheque procedures and limits	YES Under no circumstances does the club permit the cashing of cheques or providing cash through credit cards or credit betting. The Club imposes a limit on the amount of any prize or accumulated credits that is paid in cash.

	The amount of any cash payment must not exceed the limit imposed by law (currently \$5000). The balance above any prize or accumulated credits may be paid by crossed cheque made payable to the prize-winner or paid by electronic funds transfer to an account nominated by the prize-winner. This will be paid by the Club within 48 hours of the request
Player reward scheme controls including player activity statement, prizes, and inducements	YES Player Activity Statements are available on request which report the patrons spending on gaming machines over a monthly period. All requests will be fulfilled at the time of the request by the Bar Manager, Supervisor or Senior Management.
Staff Training and Qualifications	YES All staff involved in the conduct of gambling must hold a current recognised RCG certification. Staff will undergo RCG training and refresher courses on a regular basis as appropriate. The Gaming Plan of Management will be shared with all staff
Plan Updates and Review Strategies	YES The Gaming Plan of Management and strategies will be reviewed annually, or when a change to policy and procedures is implemented. Once updated, the new Gaming Plan of Management will be shared with all staff and held for viewing by any authorised agents.

Foundational	
Regular in-house training and refreshers on policies and procedures	YES Staff will undergo regular training on the policies and procedures as well as training if/when a new policy or procedure is introduced
Have a strong presence of supervisors in the gaming room	YES The Bar Manager will sit near the gaming floor when doing administration duties. The Bar Manager, Supervisors and Gaming Staff are encouraged to walk the gaming floor on a regular basis ensuring the safety and wellbeing of patrons. From

	1 July, a designated gaming staff member will be rostered to ensure the safety and wellbeing of patrons.
Make it clear to staff that patron welfare is of the utmost importance	YES Any communications to staff will have a message about the importance of patron welfare and a reminder of a policy or procedure.
Display information about local support services in strategic locations	YES Signage about local support services is displayed prominently in the gaming area and local counselling services information is available throughout the venue (not just on the gaming floor). Signage about support services is posted in bathroom signage holders and on in house TV screens on a loop with other advertisements
Initiate self-exclusion when requested regardless of the day or time	YES There is always a staff member present during trading hours who can process self-exclusions
Have strong systems for staff to familiarise themselves with photos of self-excluded patrons	YES A folder with photos and details of all current self-excluded patrons is available for viewing by staff at reception. These patrons' details are also entered into the sign in system which will alert staff that they are not permitted either in the venue, or a particular part of the venue. These patrons' photos and details are also listed on the notice board near the staff rosters for viewing by staff.
Include responsible gambling messages on website, in newsletters and as part of the loyalty program marketing, provide information about how to make a complaint about RCG.	YES The club's website along with any marketing material will include the responsible gambling messages. This message will also provide information on how to make a complaint about RCG

Intermediate	
Training/resources on the signs of risky/problematic gambling behaviour	YES Identifying the signs of potentially risky or problematic behaviours is part of the regular training for staff
Provide feedback on the actions taken by managers when an issue is reported	YES

	Regular meetings with gaming staff and Club Management where issues and problems are discussed, and feedback given
Maintain a Gambling Incident Register to record RCG related incidents and the actions taken to address them.	YES A hard copy register is available for staff to record Gaming Conversations. Cherry Check has been ordered to enable staff to be able to record these conversations and incidents on the computer system to ensure accuracy and safety. This information will be shared when required.
A Gambling Incident Summary is reported to the Board of Directors on a Quarterly	YES The Responsible Gambling Officer will present a summary of these incidents to the Board of Directors at a minimum of every 3 months
Using technology and systems to initiate self-exclusion	YES The club advertises self-exclusion through the television in house advertising as well as the required pamphlets
Proactively talk to patrons about self-exclusions during welfare checks	YES Club managers will suggest self-exclusion during any welfare checks, if they feel it is in the best interest of the patron to do so.
Have a robust customer complaint policy in place with specific arrangements for RCG related complaints	YES Like any complaint the Club receives, there is a process in the handling of the complaint and the actions taken during all stages of the complaint/investigation/resolution.

Advance Measures	
Communication skills training to support staff to approach patrons identified as at risk	YES Internal training is given to staff on how to identify patrons as "at risk". This training will be given by the management team. The training will give scenarios to staff to analyse and discuss as a team and advice given on how to handle these scenarios.
Have structured systems for staff to do welfare checks, encourage breaks in play and suggest alternatives to gambling available in the venue	YES All team members can use the gaming system to determine if a patron has been playing a gaming machine for an

	extended period (more than 3 hours). Staff will also continually walk the floor to determine if a patron has been playing a gaming machine for an extended period. Staff will conduct a welfare check to gauge their mood, stress level and assertiveness. If the patron is showing signs of distress, the staff will help by way of encouraging a break in play or by discussing potential exclusion options, or counselling and support services.
Increase welfare checks and patron interactions after midnight to encourage breaks in play	YES Staff are trained to approach members regularly when we are open past midnight.
Recognise staff who demonstrate a commitment to harm minimisation	YES Staff who demonstrate a commitment to harm minimisation are recognised through many ways, including public recognition, as well as rewards.
Make staff and patrons aware of how to report a breach in legislation to Liquor and Gaming NSW	YES Appropriate information can be accessed via the office for staff. Signage is displayed for patrons with current contact information.

Minors – Unaccompanied Minors and Preventing Underage Gambling

The CEO, Management Team and all staff will comply with legislative requirements and will take all reasonable steps to ensure that no person under the age of 18 years is in the Club, without being accompanied by a responsible adult over the age of 25 years.

In instances where a minor is identified on the licenced premises in any restricted area, including the Gaming Floor, relevant steps will be immediately implemented. The staff will ask for proof of age documents, if the person is unable to produce proof of age or are found to be underage, they will be asked to leave the premises. If the person(s) refuses to leave, the Police will be called.

Any parent or guardian bringing a minor to any part of the venue must ensure that the child is not left unattended. If a child is unattended, the parent or guardian will be asked to leave the premises and further restrictions might be enforced. The matter may also be referred to the Police.

Checklist	
Proof of age ID checks are in place at the entrance and within the venue	YES
Staff check ID for all patrons who appear to be 25 years or younger	YES
Staff are trained in ID checking procedures and have access to intoxication ID checklist	YES
Proof of age signs are displayed at each entry point to the venue	YES
Responsible adult signage displayed at entrances to the Club	YES
Authorised area and restricted area signs are displayed in relevant areas	YES

Checking proof of age		
LOCATION	RESPONSIBILITY	DOCUMENT REQUIRED
Entry to Club	Reception Staff	Current Drivers Licence, Proof of Age Card, Passport, Key Pass and NSW Photo Card
All Bars	Bar Staff	Current Drivers Licence, Proof of Age Card, Passport, Key Pass and NSW Photo Card
Gaming Floor	Gaming Staff, Bar Staff	Current Drivers Licence, Proof of Age Card, Passport, Key Pass and NSW Photo Card
General Floor	All staff	Current Drivers Licence, Proof of Age Card, Passport, Key Pass and NSW Photo Card
Policy	All staff, wherever an identification is presented by a person appearing to be under the age of 25 years, shall carefully examine the identification and ask questions relating to aspects of the identification. This is to verify that it is valid, relevant to the person producing it and not fraudulent. I.e. Not the subject person or has been altered or fabricated	

Underage Entry Procedures	
Fraudulent Proof of Age Documents	
Type of Incident	Action to be taken
Tampered or Fraudulent	<ul style="list-style-type: none"> Confiscate the fraudulent or tampered ID.

	<ul style="list-style-type: none"> • Attempt to confirm and verify identity of minor and ask the to remain until the Police Arrive • Police to be called and provided the fraudulent or tampered ID and any information available regarding the person who presented it. • Request name of officer and event number from the Police • Incident Register to be completed reflecting the incident
Use of another person's proof of age documents	<ul style="list-style-type: none"> • Confiscate the Identification. • Attempt to confirm real identity of person and ask to remain until police arrive. • Police to be called and provided the fraudulent or tampered ID and any information available regarding the person who presented it. • Request name of officer and event number from police. • Incident register to be completed reflecting incident.

Problem Gambling Counselling Service

The Club is a member of ClubSafe the preferred responsible gambling program in NSW, which is used over 900 clubs state-wide. It is based on a Multi Venue Self Exclusion (MVSE), designed to assist people with a gambling problem to self-exclude from multiple venues around where they live, work, and socialise.

As an integral part of our community, we ensure we are always working positively, productively, and passionately for residents and businesses, and our members and guests. The club takes the issue of responsible gambling very seriously and we actively promote several initiatives to ensure all visitors to our club are aware of the services available to them.

Self-Exclusion

This initiative allows our patrons to exclude themselves from all areas of our club, whenever they feel the need. The minimum period for self-exclusion is 6 months. Once a patron agrees to exclude from the club for a specific time, we will assist them in honouring that commitment. If a patron wishes to self-exclude, they should speak with a Supervisor at the venue.

The Club supports the ClubSafe Multi Venue Self Exclusion (MVSE) program which allows patrons to ban themselves from multiple venues in the area, to avoid gambling activities. This program has helped more than 6000 individuals to regain control over their gambling habits. If a patron breaches their self-exclusion, it is reported through the MVSE program for assessment by trained counsellors. For more information visit <https://www.clubsnsw.com.au/services/clubsafe/multi-venue-self-exclusion>

Partial Self Exclusion

This initiative allows our patrons to exclude themselves from gaming activities at our club, but still allows them access to other areas including restaurants, bars, and entertainment precincts. The minimum period for a partial self-exclusion is six months. Once the patron agrees to stay away from our gaming areas for a specific time, we will assist them in honouring that commitment. The only difference between this option is a full exclusion that the patron can still attend the venue, however they will not be permitted entry to the gaming floor. If a patron wishes to partially self-exclude, they should speak with a Club Manager at the venue. Alternatively, they can contact gambling help counsellor. If a patron breaches their partial self-exclusion and enters an area they have excluded from, it is reported through the MVSE program for assessment by trained counsellors. For more information visit <https://www.clubsnsw.com.au/services/clubsafe/multi-venue-self-exclusion>

Online Self Exclusion

Many people are too embarrassed or ashamed to ask for help, so this initiative allows our patrons to exclude themselves from all areas of our club, by filling a form available online whenever they feel the need. The patron needs to attach a photo to the online exclusion form and will be contacted by a Club representative, so they can confirm the self-exclusion agreement and encourage the use of counselling services.

Third Party Concern

Any approach to staff by a family member or a friend of a patron with respect to concerns of a patron's gambling habits or a request to exclude that patron from the Club is immediately provided a pamphlet which will enable them to scan a QR code and lodge an application with ClubSAFE. ClubSAFE will then contact the person to be excluded and independently deal with the request according to the legislated process.

Club Initiated Exclusions

Raymond Terrace Bowling Club management may initiate a multi venue exclusion for a player if it is of the opinion that it is necessary to prevent that player from experiencing serious gambling related harm. The Club will initiate a multi venue exclusion if a player displays any of the following problem gambling behaviours:

- Seeking credit for gambling.
- Seeking to borrow money for gambling.
- Admitting to borrowing or stealing money to gamble; or
- Leaving a minor unattended while playing gaming machines.

Raymond Terrace Bowling Club management may also change a gaming area only exclusion to an entire venue exclusion if a player breaches or attempts to breach their exclusion on two or more occasions.

PART 5 – SIGNAGE

Biannual full club audits are completed which ensures that signage is up to date and in all areas as required under legislation. These reports are saved and submitted to the auditors for review. Regular signage checks are completed by staff when walking the gaming floor. If staff are unable to rectify at the time (i.e. replacement of sticker on a gaming machine), issues are reported to management for rectification.

PART 6 - STAFF TRAINING

The Club is committed to ongoing training of staff to ensure everyone is kept updated and competent in implementing required RCG practices, made aware of new information about relevant laws, venue initiatives, and venue operating procedures. This, from time to time, may involve the assistance of independent external licencing experts. These meetings also encourage the exchange of ideas between venue management and staff. This is supplemented by conducting briefings with gaming staff at the commence of their duties regarding their responsibilities regarding RCG and Minors.

Checklist	
Staff Updates	Gaming staff receive regular designated training sessions, on the job training and updates through email
Information received about	<ul style="list-style-type: none">✓ Club Licence Requirements✓ RCG Policy and Procedures✓ Entry Procedures✓ Minors Policy and Procedures✓ Other information including promotions, events, and Policy Changes
Staff have access to resources	<ul style="list-style-type: none">✓ Liquor and Gaming NSW resources.✓ Gaming Plan of Management✓ Minors Policy and Procedures✓ Current Promotions, Events and Policy Changes

PART 7 – WORKING WITH LOCAL STAKEHOLDERS

Key Contacts

Port Stephens-Hunter Police District Licensing

Contact Name: Senior Constable John Draper
Phone: 02) 4983 7599
Email: drap1joh@police.nsw.gov.au

ClubSAFE

Name: Jeni Low
Phone: 02 9268 63036
Email: admin@mvse.com.au

PART 8 - REVIEW AND AMENDMENTS

The Gaming Plan of Management is to be reviewed by the Chief Executive Officer and Management team regularly to address any ongoing concerns as they arise. It shall be reviewed in conjunction with the Port Stephens-Hunter Police District Licencing twelve (12) months from the date of POM sign off, with a view of optimising existing aspects of the POM as required.

If, in circumstances where experience shows that it is reasonable or desirable to modify and provision of this plan for the better management and operations of the club, that modification shall be made to the Gaming POM with consultation with a delegate of the Port Stephens-Hunter Police District Licencing.

Jason Stokes



Chief Executive Officer

Brett Gleeson



Chairman

PART 8 – AGREEMENT

1. Acknowledgment of Document

I acknowledge receipt of a copy of the Gaming Plan of Management

2. Obligations

I agree to comply with all terms, conditions, and obligations set forth in the Document.

3. Compliance Monitoring

I acknowledge that Management of Raymond Terrace Bowling Club shall have the right to monitor and review my compliance with the Gaming Plan of Management.

4. Consequences of Non-Compliance

In the event of non-compliance, I understand that Management may take appropriate actions, including but not limited to disciplinary action or termination of employment.

5. Duration

This Agreement shall remain in effect until there is a change in legislation, or my employment with Raymond Terrace Bowling Club ceases.

6. Amendments

This document may be amended and an updated copy of the agreement will be circulated to staff at the time of amendment. I acknowledge that the receiving of the amendment is acknowledged and accepted at time of receiving the document. If I don't agree with the information in the amendments, I will respond to the email with the reasons why I don't accept the document.

Signatures

Staff Member Signature

Witness Signature

Staff Member Name

Witness Name