

South Sydney Graphic Arts Club Mascot

Plan of Management

April 2015

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1. Introduction

This Plan of Management (POM) sets out the South Sydney Graphic Arts Club Mascot management procedures for the safe and effective management of the club.

The POM sets out a range of policies and procedures for managing the club to ensure it is a well-managed venue, offering high a quality of service to club members and guests. The POM also sets out procedures to ensure that the operations of club do not adversely affect its neighbours.

This POM details:

- An Overview of the Club;
- Operational Details
- Staffing and Organisation Structure
- Liquor Licencing
- Patron Management
- Waste Management
- Security Procedures
- Compliant Management

The Club is located at 182 Coward Street, Mascot and is a registered club. The club is also a late night trading premises. The club has a responsibility to ensure that the club is appropriately managed and that its meets its obligations as a registered club and manages the potential impacts of its operations on the surrounding neighbourhood.

2. Club Overview

a. Club objectives

Established as an industry leader, the South Sydney Graphic Arts Club Mascot (SSGAC) is a multi-award winning hospitality venue widely recognised as an asset to the community of Mascot.

From its very beginning, the SSGAC set out to change the typical perception of a registered club by creating a 'boutique' venue with a focus on superior catering within a stylish, contemporary setting. As a smaller, smarter club, we have the ability to be responsive to both environmental challenges and our community's needs.

Our unique approach has resulted in a thriving catering operation with an outstanding reputation for quality—from product and presentation right through to service and value. Along the way, we have redefined the community's idea of a registered club and distinguished ourselves within the general club industry while surpassing other hospitality providers in the local area.

The core business of the club is to provide a place for the community to meet and socialise with quality food & beverage and a welcoming environment. The SSGAC is also committed to supporting a range of community service programs and local businesses. Our objectives are reflected in our mission and vision statement as follows;

b. Mission Statement

To constantly move forward through effectual structures and practice that encourage ingenuity and support continuous change for the benefit of club members and the community of Mascot.

c. Board of Directors' Vision

- That the South Sydney Graphic Arts Club Mascot be recognised as a community asset for the people of Mascot.
- That the club take advantage of its personable size to remain relevant to that community by effectively responding to the needs of its membership and changes in the local area.
- That the club strengthen its commitment to the community through the expansion of the local schools program and support of local sporting bodies.
- That the club continue to focus on providing catering excellence, to provide a quality service to members, and to differentiate itself in the marketplace.
- That the club ensure the maintenance of its outstanding facilities, to the highest standard, and identify further improvements.
- That the club sustain its broader industry participation by supporting the activities of Clubs NSW and the Club Managers' Association Australia.
- That the club build on its positive relationship with local government by identifying further opportunities to benefit the people of Heffron and its surrounds.

d. Core offerings and services

The SSGAC currently provides a range of facilities and services for the South Sydney community. A 120 seat al fresco restaurant and stylish bar and lounge provide lunch and dinner seven days a week for a variety of community sectors including workers and residents. The club also offers meeting, conference and function facilities. Our catering operations are well patronised and demand for our services is growing.

Functions held at the club include (but are not limited to):

- Birthday parties;
- Club presentation events;
- Trivia nights
- Fundraising events;
- Seminars;
- Business meetings;
- Community group meetings; and
- Wedding receptions;
- Christenings; and
- Wakes.

We also provide entertainment to our members through special events and gaming facilities including a TAB, Keno and a small installation of poker machines. It should be noted that the catering, beverage and gaming departments each provide approximately 30% of the club's revenue.

A free courtesy bus, free legal service and greatly discounted access to North Coast holiday units are also provided for members.

e. Membership and community

The club has a membership of approximately 6000. This had grown in line with the substantial increase in apartment dwellings in the area—all within 800 metres of the club. Further increases and demand for the club's services are also expected with the completion of additional residences—including 500 new apartments proposed to be built on the adjacent site.

As a community-based club, our membership caters for and reflects all demographic sectors of the locality. Membership data shows an equal representation of a range of ages; 20-30 years, 30-40 years, 40-50 years, 50-60 years and 70+ years. It is important to note that 50% of our members live within the City of Botany Bay Local Government Area.

As a club, we are able to set standards for the conduct of our membership to ensure a welcoming and comfortable environment for all patrons. An individual who does not comply will have their membership suspended and will not be allowed access to the premises. This sets us apart from other hospitality providers in the areas and ensures we are an asset to our community.

Another point of difference is the club's commitment to our local community which is part of our underlying ethos. A major focus of our community service is directed towards public education via the significant support of our local school network through a wide variety of activities involving Mascot Public School, JJ Cahill Memorial High, St Therese Primary, Botany Public School, Eastlakes Public School, Gardeners Rd Public School and Banksmeadow Public School. This support forms part of a long-term strategy that aims to secure the future prosperity and wellbeing of our community.

We also sponsor a range of local sporting bodies including Mascot Junior Rugby League, Mascot Netball and Pagewood-Botany Football; community organisations such as Mascot Seniors and charities such as Bear Cottage; along with community events such as the councils' Garden Competition, Photo Competition and Taste of Mascot Festival.

It should be noted that both our financial and in-kind donations well surpass any Community Development and Support Expenditure (CDSE) scheme obligations. As a result, the SSGAC has developed a very strong relationship with our local community and are widely recognised by community members along with local, state and federal government representatives for our approach to community support. Just last year we were recognised as Clubs NSW 2013 Clubs and Community Ambassador of the Year.

We are proud to welcome a range of honorary members including Kristina Keneally, former Premier of NSW; Ron Hoenig, State Member for Heffron and Matt Thistlethwaite, Federal Member for Kingsford Smith.

f. Operating environment

Previously a heavy industrial area, South Sydney has undergone rapid change and expansion with a fast growing residential population. State Government projected demographics data indicate ongoing and significant growth in the local area over the next 5-10 years and beyond. This follows the opening of the Airport Link, Mascot and Green Square Stations, and the ongoing construction of a green belt of new apartments. The site immediately next door to the club is proposed to be redeveloped into a mixed use development comprising high density residential apartments and retail uses.

Within the last decade, two medium-sized registered clubs have closed and the number of hospitality venues had decreased in contrast to the growth in the local area. Although well-served by cafes, takeaways and gyms, there is an increasing and presently unsatisfied demand for high-quality dining, meeting and function facilities for members' use.

At present, the Club receives two to five requests a week from members for hire of the Boardroom that we are unable to accommodate. This is in addition to the five to ten requests a month for functions in the restaurant that we are also unable to satisfy. There are a significant number of lunch and dinner bookings that the Club is also forced to decline when the restaurant is being utilised for functions.

The only other providers of conference & function facilities in the area are international hotel chains who charge significantly higher rates. Similarly, the club's high standards of catering and value for money are not matched in the local area. As evidenced by our increasing lunch and dinner trade, both residents and workers regularly utilise the club for dining out. We also offer a range of dining events that bring the community together as well as regular discounted 'meal deals' that enable all socio-economic groups to enjoy our services.

The club has a positive relationship and is well regarded by its residential neighbours. Similarly, the police have no record of any disturbances nor any instances of anti-social behaviour within the club or on its external decks.

With the further development in the locality, and an influx of new residents, there will be an increased need for the services offered by the club with no equivalent provider available to the community.

The proposed redevelopment of the club and extension of its facilities will not only directly benefit the community through the provision of much-needed services, but will also have a flow-on effect with increased member benefits, increased support of local suppliers and increased sponsorship of the community and its schools, sports clubs and organisations.

g. Proposed extension of Level One

Level One presently houses the Boardroom which is consistently utilised by members for meetings and conferences.

The proposed new function spaces on Level One will enable the club to satisfy increasing member demand for these facilities. Of great importance and necessity is the installation of a lift that will enable the club to better cater for disabled patrons.

The ability to join the function/meeting rooms to create a larger space will also allow the club to cater to larger functions upstairs. This will provide an alternative to utilising the restaurant and restricting daily trading. It should be noted that function bookings will continue to be available to members only. The use of the functions rooms shall only be available to members and their guests.

h. Proposed redevelopment of Ground Floor

The ground floor of the club focuses on food and beverage provision and includes the bar, lounge, and restaurant along with a number of alfresco decks and an internal courtyard. This area is currently used for lunch, dinner and functions. This floor also houses the club's administration office and reception along with the TAB and a discrete gaming area. As noted, the restaurant is regularly closed-off to accommodate functions which greatly disadvantage members.

The proposed upgrading of access to Level One with a lift requires adjustments to the floor plan and repositioning of current Ground Floor facilities such as the office and bathrooms. This provides the opportunity for a new fit out of the TAB and bathrooms to bring them into line with the high aesthetic standard of the club.

The relocation of the office will also open up the bar/lounge area increasing its capacity for a growing membership and will connect internal and external spaces by linking the lounge with the western deck. Provision of an additional entrance, with appropriate signage, will enable necessary adjustments to the front terrace to accommodate new smoking legislation coming into force in 2015, and allow for safe egress from the club in an event of an emergency. The installation of a roof over the internal courtyard will also allow it to be used in all weather conditions.

In addition, the club has been operating with its original cool room since 1961 despite a significant increase in the volume of kegs in that time. The Bar has increased from offering four beers on tap to currently having ten available. As a result, a new cool room is needed to cope with increasing demand.

3. Operational Details

a. Hours of Operation

The proposed opening hours for the main building of the club are restricted to:

- Sun-Mon 10.00am-10.00pm
- Tues- Wed 10.00am – 11.00pm
- Thur--Sat 10.00am – 12.00 midnight

Within the club, there will be areas that are closed off prior to the main closing time detailed above. The opening times for specific area within the club are required to be in accordance with the following:

Area	Proposed
Front Terrace	10:00am to 10:00pm
Terrace 3 (Western Deck)	10:00am to 10:00pm
Western Gaming Terrace	10:00am - 11:00pm
Western Dining Terrace	10:00am - 11:00pm
Level 1 Function Room Terrace	10:00am - 10:00pm

It should be noted that the extension of club hours is primarily proposed to assist the considered management of members and function patrons exiting the club. The corresponding extension of the terrace and deck hours, in the most part by a single hour, is in recognition of patrons who wish to smoke.

Staff shall monitor the outside areas to ensure that there is no anti-social behaviour occurring on the decks and terraces.

b. Food and Catering

With our current focus on the provision of quality catering, the SSGAC is well placed to manage any increase in function trade as a result of the proposed redevelopment.

We have a highly qualified and experienced kitchen team and have received a 5 star food rating from Botany Council. Already open seven days for lunch and dinner, our changing menus focus on fresh, seasonal produce. We have capably serviced a growing demand for quality but affordable functions, while also providing much-needed conference facilities that are utilised by a wide range of business—including the congregation of our neighbouring Greek church who frequently utilise the club for christenings, wakes etc. Unlike the majority of the industry, our catering department is a major and profitable cost centre for the club.

All kitchen staff are fully trained in safe food handling procedures and HACCP accredited. The club utilises the Food Check Program with quarterly, food safety monitoring and certification by an independent auditor. Comprehensive catering policy and procedural guidelines are made available to all relevant employees and form part of their induction, training and performance appraisal. Policy and procedures also extend to requirements for club suppliers. These high performance standards will continue to apply to all aspects of the catering operations.

All food preparation for the Level 1 function rooms will be prepared within the Club's kitchen and by Club staff. No external food operators are to service the function rooms.

Food for the Level 1 functions will be prepared in the main kitchen on the Ground Floor and transferred on kitchen food trolleys to Level 1 via the lift. A preparation and serving area is provided on Level 1

for the plating and serving of food. The preparation area will have a Bain Marie, glass washer, sink and fridges. No stoves or oven will in the preparation area.

c. Beverage management

With our exemplary reputation as a licensed venue, the SSGAC is well placed to manage any increase in beverage trade as a result of the proposed redevelopment.

As a boutique community club, our atmosphere is not conducive to the excessive consumption of alcohol. We do not, and will not, offer for sale shot or high alcohol beverages such as Bundaberg OP Rum or Jagermeister, nor participate in any promotions that promote or encourage drinking alcohol.

All staff, including the Board of Directors, have undertaken training and certification in the Responsible Service of Alcohol (RSA). Our Operations Manager is also Chairman of the Local Liquor Accord. We have a positive relationship with Mascot Police who conduct regular walk-throughs and have no record of anti-social behaviour. Our operation of licensed & late-night trading premises fully complies with best practice in policing.

The Beverage Department is a profitable cost centre and is professionally managed through comprehensive stock control and waste management systems. We have specialist technicians on stand-by to deal effectively with any issues that could affect the quality of our beverage products. Comprehensive beverage policy and procedural guidelines are made available to all relevant employees and form part of their induction, training and performance appraisal. These high performance standards will continue to apply to all aspects of bar operations.

d. Gaming management

There is to be no expansion to the gaming facilities or changes to their current operations within the club's redevelopment.

The club presently has 45 poker machines in a dedicated area of the club. Whilst profitable, the club does not rely primarily on income from gaming which has enabled it to thrive at a time when many others in the industry are struggling. We strongly support harm minimisation and are members of the Clubsafe program which enables us to meet government legislative requirements as well as community expectations relating to responsible gambling procedures. This provides access to a range of services and resources including a crisis counselling and referral service. All areas of the club display appropriate signage in full compliance with regulations. All staff, including the Board of Directors, have undertaken training and certification in the Responsible Service of Gaming (RSG).

The Gaming Department is a profitable cost centre and is professionally managed with the poker machine maintenance contracted to Aristocrat. Ticket printers are installed in gaming machines so payouts are discrete and staff error is removed. We comply with AUSTRAC anti-money laundering and counter-terrorism financing legislation lodging an annual statement to that effect. The clearance of poker machines is securely carried out at night. Comprehensive gaming policy and procedural guidelines are made available to all relevant employees and form part of their induction, training and performance appraisal.

e. Financial & cash management

The SSGAC has a safe cash handling and banking procedure in place to ensure the effective and secure management of all cash. Surveillance cameras monitor service, register and cash points.

Comprehensive policies and procedures for Security and Armed Hold-up are in place.

f. Data management

Confidential IT data such as the general ledger, membership and gaming records are password protected and accounts, payroll, membership and banking data are appropriately protected. Firewalls are in place for all sensitive material including computers in the Internet Café and virus protection updates are conducted regularly. Daily back-up data is securely stored off-premises. An external specialist is contracted to review all IT issues and advise management on changing security demands. These high performance standards will continue to apply to all aspects of data management within the club after the redevelopment.

g. Maintenance management

In addition to its internal cleaning staff, the SSGAC has contracts with relevant specialists, tradespeople and technicians for electrical, plumbing, gardening and cleaning maintenance. Pest control is contracted to Knock Out Pest Control who conduct monthly inspections recorded in a log book. Sanitary services are provided by Flick and cleaning of the industrial skips by Oz Bin. The club does not have a cooling system so air conditioning is provided by Delta Air. The club also uses a scent air freshener. Daily cleaning of external areas occurs including removing rubbish and leaves from the car park and bus stop.

The club uses its stylish facilities and ambience to stand out in the marketplace and, as a result, the attention to detail and comprehensive maintenance schedules will continue to apply after the redevelopment.

h. OH&S management

The club is fully conversant with and compliant with current Occupational Health and Safety (OH&S) requirements, in respect to due diligence, duty of care and other legislative responsibilities. At the forefront of our minds in this respect are both our employees, contractors and our customers.

SSGAC complies with the fire rating system. All furnishings and fit-out are fire coded and all staff are trained in fire drills, practical use of fire extinguishers and emergency evacuation procedures. The club has a back-to-base fire control system that is checked fortnightly as part of the electrical contractor service agreement.

All staff also undertake training in First Aid and comprehensive OH&S policy and procedural guidelines form part of their induction, training and performance appraisal. This includes such things as the use of safety signs for spills etc which is reinforced through training also provided to contract cleaners.

Strict policy and procedures are in place for chemical handling including safe storage requirements. The club uses environmentally friendly, biodegradable chemicals, eg. no bleaches or methylated spirits, and appropriate safety equipment is provided. Chemical guide signage is displayed and relevant staff undertake HACCP accreditation. Standard measure disposal systems for chemicals are installed to prevent overuse and old chemicals are professionally removed and disposed. All chemicals are bought through the one, accredited supplier to ensure standardisation of procedures. Bottled gas is chained and a CO2 warning system is in place.

We also ensure that all contractors comply with our OH&S guidelines and request appropriate certification including their certificate of insurance and certificate of currency supplied by their insurance company, and sub-contractor statements with regards to workers' compensation, payroll tax and remuneration.

i. Live music restrictions

No amplified music involving live bands with drums and bass guitars is played inside or outside the club at any time. Acceptable live music is not to occur in areas outside of the main lounge, dining room and internal courtyard on the ground level and function/meeting rooms on Level 1.

The playing of amplified or live music shall cease by 11.30pm (with an exception for New Years Eve).

Live or amplified music shall not be played on the external deck areas (excluding the internal courtyard).

Amplified music within the internal courtyard area shall not exceed either 70 db (A) SPL or the maximum noise level permitted under the conditions of consent, whichever is the lower.

There shall be no music or PA systems on the front deck to accommodate live music.

j. Exiting

The club is committed to minimising any disruption or inconvenience to local residents. We have comprehensive exiting procedures and signage in place. Senior staff members are responsible for ensuring all procedures are carried out effectively.

The proposed new trading hours will allow for the gradual exit of remaining patrons in a quiet manner rather than ejecting patrons on to the street all at once. It should be noted that historically the number of people in the club is less than twenty (20) at closing time.

Food and beverage service and all music shall cease half an hour before the end of a function or closing time (or by 12.00 midnight on Friday and Saturday) to facilitate the dispersal of patrons and minimise large groups leaving the premises at the same time. Based on the experience of previous events held at the club, patrons leaving the events do so gradually over a period of time.

Bar service shall cease by:

- 9.30pm Sun-Mon;
- 10.30pm Tues-Wed;
- 11.30pm Thur-Sat.

Restaurant hours are restricted to:

- Lunch 12 noon – 2.30pm;
- Dinner 5.00pm – 9.00pm.

Gaming Area

- Open until to Club closing time.

Lounge Areas

- Open until to Club closing time (bar service to cease earlier as described above).

Level One Function and meeting rooms

- Open until to Club closing time (bar service to cease earlier as described above).

It should also be noted that the restaurant closes earlier than the lounge and bar areas. Patrons dining in the restaurant typically leave the club premises earlier than those attending evening functions.

k. Shutdown procedure

The club provides a courtesy bus to ensure all members and staff are able to make their way home quickly and safely. Thirty minutes before the last ride, members shall be prompted to confirm their journey home.

Thirty minutes before club closing, all members are to be made aware and last drinks are to be called. Fifteen minutes later, members shall be personally directed to finish their drinks and prepare to vacate the premises. At this time, requested bookings for taxis are to be coordinated and their arrival is to be monitored by staff members to prevent patrons waiting on the street. Lights are to be turned up and external signage and air conditioning is to be turned off.

At the close of trade, all service ceases and remaining patrons are to be politely directed to finish their drinks and vacate the premises one group at a time. Each group is to be accompanied out in an orderly manner where they are to be politely reminded to say their goodbyes prior to leaving and to disperse quickly and quietly from the club's entrance.

The Duty Manager is responsible for ensuring patrons leave in an orderly manner. The Duty Manager is to co-ordinate with other staff to ensure there is a sufficient number of staff directing and liaising with Club members and patrons when exiting. The Duty Manager shall also manage the dispersal of larger groups exiting the premises. The Duty Manager is to ensure that large numbers of people do not leave at once.

When larger functions or meetings are held, the Club is to liaise with person(s) organising or booking the function to prepare a departure plan. This will include liaising with event/function organiser in relation to the following matters:

- The number of people attending the function/meeting;
- Time for finishing bar and food service;
- Finishing time for the function/meeting;
- Requirements for taxi pick-up; and
- Requirements for courtesy bus services.

4. Staffing & organisational overview

a. Executive management team

The Board of Directors is comprised of eight Directors inclusive of a President and two Vice-Presidents (including a specialised role for Community Service management). All directors undertake professional development activities through the Club Development Institute (CDI) and have successfully complied with all requirements for carrying out the role. All Directors and Management also engage in training and skill development on an ongoing basis.

The Board of Directors is made up of individuals from diverse ages and backgrounds: business owners and managers, senior public servants, trade union representatives, education professionals, and a local historian. Since its early inception, it has had female representation within its executive. All these individuals bring with them a wealth of skills, knowledge and perspectives. The diversity of backgrounds and age-groups of Board Members has ensured that all club members are represented, consensus is gained and there are no factional interest groups. The decisions are made with a strong focus on risk management to strengthen and grow the club and its position and importance in the community.

Both the Board and Management have strong working relationships, working collaboratively, discussing and debating issues and strategies so that business plans, budgets and policy are implemented effectively. The club implements a succession strategy to ensure continuity and longevity, and enjoys the loyalty and commitment of all key stakeholders—directors, management, staff and members.

Executive Management includes a highly experienced, professional Chief Executive Officer and Operations Manager (2IC).

b. Staffing pool

Of the club's pool of 35 operational staff, 10 are full time and 25 are casual. This includes 4 House Managers, 15 food & beverage staff, 3 administrative staff, 10 kitchen staff and 3 cleaning staff. No contractors are utilised.

Executive Management is on-site seven days a week from 7.30am to 5pm. Two House Managers are on-site seven days a week from 3pm to closing. External security is also engaged as required for events and functions.

c. Staffing levels required to service proposed development

Additional shifts for functions will be serviced by existing staff, with casual staff employed to service larger events as needed. Following established guidelines, the club aims for a ratio of one staff member for each twenty five patrons at a function, dependant on function type. Kitchen staffing can increase by up to two depending on how many functions are being held simultaneously. The ratio of staff to function patrons would be reviewed on a case by case basis.

The function rooms shall be solely managed by the Club and no external operator shall manage the function room spaces on Level 1.

d. Staff travel arrangements

The club has a commitment to ensure that all staff members arrive at work and return home safely. We promote local employment which enables our staff to travel to and from the club via the courtesy bus and through a staff car pool. Presently less than a third of our staff arrive by motor vehicle with the majority walking to work. All staff working after midnight are provided with taxi vouchers to return home.

5. Liquor licence and/or entertainment approvals

a. Relevant authority approvals

Incorporated since 1961, the club has been providing services to its community for over fifty years. We comply with all requirements for our liquor licence (LIQ300230309) through the NSW Government's Office of Liquor, Gaming and Racing (OLGR), including our Functions Authority, and have approval for 45 gaming machine entitlements. The club undergoes regular compliance audits and satisfies all requirements.

b. Membership with local liquor accord and others

The club was instrumental in establishing the Botany Liquor Accord and is a major player in its operations with club personnel holding the key positions of Chairperson and Secretary.

We are a member of Clubs NSW, the peak body for registered clubs across NSW, and the Federation of Community, Sporting and Workers Clubs (FCSWC). Senior management are also members of the Club Managers Association Australia (CMAA). These associations provide access to professional direction and training in all areas of club operations ensuring the club complies with all relevant legislative, industrial and administrative requirements, and is up-to-date with any issues affecting the industry.

As part of our commitment to harm minimisation, we are also members of the Clubsafe program which enables us to meet government legislative requirements as well as community expectations relating to responsible gambling procedures.

6. Patronage

a. Current patronage

The maximum permitted number of patrons in the club is currently 250 persons.

In November 2014, the club conducted a study over a two week period that measured the number of patrons at any one time of the day from 10:00am to 10:00pm. This encompassed Melbourne Cup which is the busiest day of the club's year. The maximum patron number recorded in each area at any one time was as follows:

Restaurant / Terrace	115	Gaming Room	19
Bar / Lounge	86	Boardroom	22

This indicates a current maximum number of 242 patrons in the club at any one time.

b. Proposed patronage

The proposed alternations and additions to the club will expand its capacity to a maximum of 572 patrons. The number of patrons shall not exceed that amount. The Duty Manager is responsible for ensuring that this requirement is complied with.

The table below provides a maximum capacity of each area of the club's facilities.

Area	Maximum Existing	Maximum Proposed
Dining Room	120	175
Internal Courtyard	50	40
Ground Floor longue	75	99
Terrace 3 (west)	40	40
Terrace 1 & 2 (front)	32	32
Level 1 Meeting/Function Rooms	50	150
Gaming Room	36	36
Total	403	572

Not all areas within the Club operate at full capacity at the same time and as noted above, the current maximum number of people within the club is below the potential maximum capacity.

The proposed multipurpose meeting and function spaces on Level 1 would be flexible to enable them to be configured in a variety of ways depending on requirements and limited by the room's set up which could include boardroom, classroom or theatre style for meetings and presentations or sit-down or stand up for social functions.

The Club shall not use the Dining Room for functions while simultaneously holding any function or meeting on Level 1.

c. Transport to the venue

Members' modes of transport to-and-from the venue formed part of the club's recent patron survey. Over a two week period encompassing our busiest day of the year, only 50% of patrons arrived by car. Of these, there was an average of two people per vehicle which increased to four people per vehicle if attending a function.

The club is conveniently located and well-serviced by public transport. Mascot railway station is in close proximity and the 400 bus stop is literally at the club's front door.

Since 2011, the club has also operated its own courtesy bus free of charge to members. The bus operates daily from 11am to 2.30pm and nightly from 5-10pm on Mondays, Tuesdays and Wednesdays, 5-11pm on Thursdays, 5-11:30pm on Friday and Saturdays, and 4-10 pm on Sundays. The bus is well patronised by a number of different groups including workers for lunch time bookings, local hotel guests recommended by concierges, and local residents who have been dropped or walked to the club but use the courtesy bus for the return journey home.

The club is presently implementing a strategy to increase awareness and use of the courtesy bus including the extension of its operating hours. In addition, as part of the proposed development for, the bus is to be made available at specific times for the use of function patrons to prevent any impact on car parking. A two vehicle service has been approved in principle by the Board of Directors with the upgrading of the bus to a larger vehicle and the purchase of an additional smaller vehicle.

d. Duty of care – RSA & RSG

In the best interests of its members, guests and the community, the club promotes the Responsible Service of Alcohol (RSA). We have a clearly defined house policy and all employees undertake RSA training and certification including the Board of Directors and back-of-house staff. The club effects this policy by;

- Denying entry or service to anyone who is already intoxicated.
- Preventing intoxication by recognising the signs of intoxication and avoiding serving anyone to the point of intoxication.
- Monitoring patron's behaviour and not allowing the disturbance of others by loud talking or offensive language.
- Discontinuing service to persons showing signs of intoxication.
- Any member or guest who purchases alcohol for another person who has been refused service will have their membership suspended immediately and will be asked to appear before the Board of Directors.
- Preventing underage drinking by insisting on valid ID on entry and upon request.
- Managing intoxicated, anti-social, or disruptive patrons by attempting to discourage them from becoming involved in activities which can harm themselves or others.
- Providing and supporting safe transportation options.
- Promoting the service of non-alcoholic beverages and food.

In the best interests of its members, guests and the community, the club also promotes the Responsible Service of Gaming (RSG). The Board and Management recognise gambling as a form of legitimate entertainment and part of the Australian culture. To most members, gambling is something undertaken in moderation, within a controlled and safe environment. However, for a small minority excessive gambling can become a problem that affects all facets of people's lives. The club adopts industry best practice guidelines to minimise the potential risk of problem gambling. The club effects these guidelines by:

- Not cashing any cheques.
- Including its RSG slogan in all internal and external advertising.
- Not advertising in such a way as to mislead, trick or deceive members into believing they cannot lose.
- Providing appropriate warning signs within the gaming and other suitable areas within the club.
- Ensuring any promotion is approved by OLGR.
- Enforcing the exclusion of any member who has alerted the club to a potential gambling problem.
- Providing counselling literature and contacts such as G-Line and Beat the Odds.
- Arranging and covering the costs to an approved value of the counselling provided to its members.
- Limiting access to areas of the club designated as gambling areas.

7. Deliveries

Deliveries times are restricted to:

- Monday to Saturday between 7am and 6pm.
- Sunday between 7am and 12 midday

The following restrictions apply to Sunday deliveries

- Sunday deliveries shall be limited to fresh bread and butchers delivery only. No other deliveries are permitted on a Sunday.
- Sunday deliveries shall be directed to the main entry/reception.
- No deliveries on Sunday are to occur during church services.
- No keg delivery or collection is permitted on a Sunday.
- No deliveries are to occur after 12 noon on Sunday.
- No deliveries shall occur through the eastern side driveway on Sunday.

A detailed description of the typical deliveries is provided below.

The bulk of deliveries are scheduled to arrive after 8:00am on weekdays before the club starts trading. Delivery times for food and goods are to meet the operational needs to the Club.

The Club has three delivery points. These delivery points are to be used for the following purposes only:

- The rear loading dock for food, non-perishable items and linen;
- Side loading dock is to be used only for kegs, beverages and gas bottles. No garbage or recycling storage, collection or delivery is to occur from the side loading dock;
- Main entry/reception for general deliveries such as mail, parcels and the like.

Main food deliveries are Monday to Saturday and delivered to the rear loading dock, typically between 8am and 10am, but can occur outside those time. These deliveries are typically made by small van or truck. Sunday deliveries are limited to fresh bread which is delivered early morning and a butchers delivery (for the Sunday meat tray raffle) at approximately 11.00am. These deliveries will be directed to the main entry.

Linen deliveries are scheduled for 12 noon on Friday's. Linen deliveries shall be to the rear loading dock.

Kegs and beverage delivery and collection occurs on Tuesday and Friday between 7.30am and 9.00am. Empty beer kegs are stored in the keg store at the side loading dock to increase efficiency for collection. No keg or beverage deliveries are to occur on a Sunday.

The proposed development will not require any change to present delivery schedules or suppliers, as there is existing capacity in the current deliveries. The Club will continue to regularly review deliveries subject to fluctuations in trade. Where the Church provides the Club advanced notice of special events or services, the Club will use its best endeavours to coordinate deliveries to minimise potential impacts to the Church. In particular, it shall not use the east side loading dock. The Club will require the Church to provide following information for special events:

- Time and date of the event.
- Nature of the event (festival, funeral, christening etc).
- Number of parishioners expected to attend.

The Club will require 1 months notice of the event. For funeral events the Club will require 48 hours notice. Information should be provided to the Club in writing via email - ian@ssgac.com.au

The Club will advise the Church of these requirements.

8. Waste management

a. Waste separation

The club is committed to sustainable approaches to managing waste and separates waste products for the purposes of recycling. We currently separate cardboard/paper and glass/bottles from general waste.

b. Waste storage

Waste bins are to be housed in a defined area at the rear of the club and are not to be visible from the street or by club patrons. The bins shall be stored in a new waste storage area proposed to be constructed at the rear of the Club. The new bin storage area shall house the general waste and recycle bins. With secure lids, they do not omit any odours and are washed and sanitised on a monthly basis by a contract cleaner (OZ Bins). Bins are renewed on an annual basis in January.

Used recyclable beverage containers shall be temporarily stored in the store room directly behind the bar in small waste bins or crates. The smaller bins will then be carried or transferred by trolley to the waste storage area at rear of the Club where recycled materials will be placed in the larger recycle bins ready for collection.

No recyclable bottles will be transferred or emptied into the recycle bins during regular church services.

c. Waste collection

Waste collection is to occur between 7.00am and 4.00pm Monday to Friday. General waste and recyclable waste is collected from the rear of the building only.

Waste removal is contracted to J.J. Richards & Sons. General waste is currently collected twice-weekly on Monday and Friday. Waste for recycling is collected on Thursday and Friday.

The grease trap is cleaned out once every 10 weeks, the cleaning of range hoods occurs twice a year, and kitchen oil is recycled on a fortnightly basis.

If additional waste collection is required to service the proposed expanded facilities an additional mid-week collection could be scheduled. Any additional general or recycled waste collection will occur between 7.00am and 4.00pm Monday to Friday. General waste and recyclable waste is collected from the rear of the building only.

No waste collection shall occur on Saturday or Sunday.

d. Litter patrols and collection

The Club undertakes daily litter patrols around the outside areas of the Club, including the public footpath and within the car parking area on the Club's land.

In addition, the Club contracts garden maintenance to an external company to maintain landscaping on a weekly basis. Any rubbish found within the landscaped areas around the Club and the car park is removed by the contractor.

e. Waste management plan

As part of the club's Waste Management Plan, the club will continue to monitor waste generated from activities and schedule sufficient waste collection services in consultation with its waste services provider. Following recent discussions with J.J. Richards & Sons regarding the proposed redevelopment, it was suggested that, if business was extended by 20%, then one extra general waste pick-up could be added per week.

9. Security

a. Monitoring

The club has an advanced 24 hour security system incorporating CCTV with 18 cameras and back-to-base monitoring. This includes sensor based filming at all entry points and movement sensors throughout the club including toilets and windows. Senior management are on call from the security company and can be on-site within 15 minutes for any reported disturbances.

b. Security staffing

The Club's licence (Lic. No. 300230309) issued by the Liquor and Gaming Authority requires the following:

- not less than one supervisor for each 100 minors or part there-off when they attend the Club premises (the supervisor is to be not less than 21 years of age).
- For functions, for a period 30 minutes before and after the function, patrols of the exterior environment of the premises are to be undertaken to minimise potential disturbance to neighbours.

In addition to the licence requirements, the Club shall adopt the following measures:

- All security personnel will be aged over 25.
- No 18th birthday parties will be held at the Club.
- Licensed security guard(s) are required for 21st birthday functions.
- One security person will be required for functions attended by up to 80 people.
- Two security personnel will be required for functions attended by more than 80 people.
- One security person is to be stationed at the front door to regularly patrol the carpark and the street. The security guard shall endeavour to ensure patrons leave in a quiet and orderly manner.

For a 12 month trial period, a security person (or personnel) shall patrol the carpark between 12.00am and 12.30am on Thursdays to Sundays to monitor and manage patrons leaving the Club to ensure potential noise from departing patrons does not disturb surrounding residents. The security personnel are to be equipped with a mobile phone (or other similar communications device). Following the end of the trial period the procedure will be reviewed and Council consulted. The procedure may not be changed without the written approval of Council.

Additional security personnel are to be provided on days of heavy trade or relevant functions/events to assist with the door and members sign-in. This is stipulated within the function contracts for large and specific events such as 21st Birthday Parties (as noted the club does not host 18th Birthday Parties). Monitoring patrols are extended to the club's car park, Coward Street walk-bys and bus stop. Austguard Security also provide flood-lighting for the bus stop and front of the club. Lighting is to be operated in accordance with Australian Standard AS4282 -1997 *Control of the obtrusive effects of outdoor lighting*.

The Club's management and security arrangements are also regularly reviewed by Licencing Officers of the Botany Local Area Command of the NSW Police Force. The Club security arrangements are also guided by recommendations from the Licensing Offices of Botany Bay Police

c. Security procedures

For opening, two members of senior management shall be on club premises from 7:30am each day (half an hour before delivery times commences).

For closing, our exit strategy (as detailed in Section 3) is followed by all relevant staff with a minimum of three club personnel present. The front door is to be closed at 10:00pm and entry is to be restricted to members who produce their membership card. The front door shall be locked within a half hour period from the closing of the bar. The car park is to continue to be floodlit after the club's closure.

d. Armed hold-up

Staff are provided with detailed guidelines as part of their training and induction with regards to armed hold-up. This includes doing nothing that may hinder or anger the assailant reinforcing that the main concern should be their own safety and that of any staff or patrons. After the robbery, once they are certain the assailant has left, they are directed to phone the police as soon as possible and note down observations such as assailant characteristics and escape route while ensuring other patrons and staff are kept away from the armed hold-up area.

e. Bomb threat

Staff are provided with detailed guidelines as part of their training and induction with regards to bomb threats. This includes keeping the caller on the line and obtaining as much information as possible. A bomb threat check list is provided at reception detailing appropriate procedures. Fire wardens are instructed in Bomb Threat Strategy during their routine training and may coordinate the bomb search and evacuation sequences.

f. Emergency evacuation

In the case of a full or partial evacuation of the building due to fire, bomb threat, earthquake or an external emergency such as an explosion, gas leak or chemical spill, staff are provided with detailed guidelines as part of their training and induction. This includes switching off all electrical equipment and gas appliances, controlling crowds and assisting members and guests calmly follow evacuation procedures. Staff are also aware of not obstructing fire exits and keeping fire doors closed at all time.

10. Noise Management

As detailed in Section 3, the club is committed to minimising any disruption or inconvenience to local residents. We have comprehensive exiting procedures and signage in place. Senior staff members are responsible for ensuring all procedures are carried out effectively.

Patrons are to be directed to leave the club in a quiet manner and management is to encourage the gradual exit of patrons to minimise large groups leaving the premises at the same time. Groups are to be accompanied out in an orderly manner and shall be politely reminded to say their goodbyes prior to leaving and to disperse quickly and quietly from the club's entrance.

The club provides a courtesy bus to ensure all members and staff are able to make their way home quickly and safely. Thirty minutes before the last ride, members shall be prompted to confirm their journey home. Bookings for taxis are coordinated by staff and their arrival is to be monitored by staff members to prevent patrons waiting on the street. Lights are to be turned up and external signage and air conditioning is to be turned off.

As detailed in Section 9 above, for a 12 month trial period, a security person (or personnel) shall patrol the carpark between 12.00am and 12.30am on Thursdays to Sundays to monitor and manage patrons leaving the Club to ensure potential noise from departing patrons does not disturb surrounding residents. The security personnel are to be equipped with a mobile phone (or other similar communications device).

In addition to the above measures, music levels within the club premises are not to exceed 88dBA or the maximum noise levels prescribed by the conditions of consent, whichever is the lower. No amplified music involving live bands with drums and bass guitars is to be played inside or outside the club at any time.

The playing of amplified or live music shall cease by 11.30pm (with an exception for New Years Eve).

Ground Level Outdoor Terraces

The use of the ground level terraces is to cease earlier than the Club's closing time. The hours of use of the outdoor terraces are detailed in Section 3.

The Club management shall close down the terraces at the required time by asking patrons to move inside. At this time there shall be no drinks permitted on the terrace. Signage will be placed on the terrace door indicating the opening hours of the terraces.

No amplified music or amplified speech shall be played on the Terrace 1, 2 or 3, Western Gaming Terrace or Western Dining Terrace.

Amplified music within the dining room courtyard (garden terrace) area shall not exceed 70 db (A) SPL or the maximum noise level permitted under the conditions of consent, whichever is the lower..

Level One Terrace and Level One Western Deck

The hours of use of the outdoor terraces are detailed in Section 3.

The Club management shall close down the terraces at the required time by asking patrons to move inside. At this time there shall be no drinks permitted on the terrace. Signage shall be placed on the terrace door indicating the opening hours of the terraces.

Further external doors and windows in the Level One function rooms shall be closed during periods when there is amplified speech or music in operation within the function/meeting rooms. When amplified speech or music is occurring in the function rooms, staff shall close the doors to the external terraces and monitor access during those times. Signage shall be placed on the doors indicating the doors are to remain closed during periods of amplified speech or music.

11. Complaint management process

Pursuant to the club's constitution, we have a clear citation policy and process for dealing with complaints against members of the club made by other patrons or staff. If a member is found to be engaging 'in conduct unbecoming of a member' that renders them unfit for membership of the club, their membership is suspended and they are barred from entering the club premises.

If the complaint is in relation to the club and its services, from a member or external source, then this is handled personally by Executive Management who complete a full investigation. This is recorded in the club's Complaint Register and is formally tabled at a meeting of the Board of Directors who oversee complaint management.

The following complaint management procedure shall be adopted:

- All complaints are to be recorded in the club's Complaint Register.
- The date, time and nature of the complaint is to be clearly and accurately described in Complaints Register.
- The complainants contact details (name, phone number and email address) are to be recorded.
- When a complaint is received, the Club's Operations Manager or Chief Executive Officer is to be notified.
- Complaints are to be responded to within 24 hours (weekdays) or 48 hours (weekends). The response to the complainant should be clear and informative and recorded in the Complaints Register.
- Where follow-up action is required, this shall also be recorded in the Complaints Register. The Operations Manager or Chief Executive Office is to oversee the follow-up action.

12. Additional considerations

a. Coordination with Neighbouring St Catherine's Greek Orthodox Church.

The club has always considered the operations of its neighbouring church and has procedures in place to ensure the church's regular services and events such as christenings, weddings and funerals are not disrupted in any way.

Where the Club is advised by the Church and given advanced notice of special events (eg christenings, weddings and funerals) the Club will use its best endeavours to avoid waste collection and goods deliveries where possible.

The Club is not to take bookings for any function or special event where the number of attendees could exceed 50 on the following days between the following times:

- (a) On the eve of St Catherine's Day on 24 November of each year between the hours of 5.00 pm - 11.00 pm;
- (b) On St Catherine's Day on 25 November of each year between the hours of 7.00 am - 11.00 am.
- (c) During Greek Easter Holy week the dates of which vary from year to year in late April and early May but include the following feast days and times:
 - (i) Monday to Wednesday, 5.00 pm to 10.30 pm.
 - (ii) Holy Thursday, 1.00 pm to 10.30 pm - being the feast day of the crucifixion of Christ.
 - (iii) Good Friday, 1.00 pm to 11.00 pm.
 - (iv) Easter Saturday, 5.00 pm to 3.00 am.

The Church will advise the Club of the exact dates of the Greek Easter Holy Week by 31 December of each year.

- (d) 6.00 pm - 11.00 pm on 14 August of each year being the eve of the Commemoration of the Dormition and Translation of the Most Holy Mother and from 7.00 am - 11.00 am on 15 August each year being the feast day.

The above times represent peak periods for the church. As an ongoing courtesy to our neighbour, these procedures will not change.

Bottle recycling and keg delivery/removal is not to be conducted at these times.

The Club is willing to work with Council and Church to manage traffic flows at the conclusion of Church services, including the use of the Elphick Avenue exit.

Notification of Function and Event Bookings

A reciprocal arrangement is to be in place to assist with traffic management and planning for use of the shared parking area.

The Club and the Church are to give written notice to each other of any special event or function that has been booked on their premises where the number of attendees could exceed 50, the nature of the event and the expected numbers of attendees as soon as reasonably practicable and in any event by 3 working days after the booking has been made.

Function Bookings on Sunday's

Where the Church gives the Club one month's notice of any church special events to be held on a Sunday, the Club shall not book any functions before 5.00pm on that Sunday, unless it is the Church parishioners who wish to have a function at the Club (eg Christening celebration). Despite the above, if no notice is received from the Church the Club is able to book functions on Sunday from 12 midday

Notice of Functions

Information should be provided to the Club in writing via email - ian@ssgac.com.au

The Club will advise the Church of these requirements and obtain contact details for written notification to the Church of its events.

13. Operational Plan of Management review

The club is to carry out an annual review of its Plan of Management (POM) which will be carried out by Executive Management against the high benchmarking standards set by Clubs NSW, the CMAA and the Standard Noise Criteria adopted by Council. This review will also be conducted as part of any changes in usage of the neighbouring property or proposed redevelopment. Amendments to the Plan of Management require the written approval of Council.